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recruiter  
**JOURNAL**  
The Army's recruiting professional magazine since 1919

October 1985



**FY 85 Success Stories**

20 M





# Command Call

**Question:** Why did we change the acronyms for the mission category terms?

**MG Ono:** The acronyms were changed to make them simpler and more understandable; especially to outsiders and newcomers. The old acronyms were clumsy. For example, when we wanted to say "Non-Grad Male, I-3A", we'd write "NHSG(M) I-IIIA" or "NGM I-IIIA". Now we simply say "NMA". Once you understand the system's simple logic, I think you'll find it much easier to use. (Ed. Note: The New system is fully explained in the "USAREC Today" section of this issue.)

**Question:** How much of a recruiter's success do you think is just plain luck?

**CSM Abner:** I don't believe any of it is "just plain luck". To say a successful recruiter is lucky is to cheat him or her out of the credit for hard-won contracts. What looks like luck is really hard work. Hard work leads to opportunities. Recognizing an opportunity -- and cashing in on it -- is just plain good recruiting.

**Question:** Why can't I have a radio in my recruiting station?

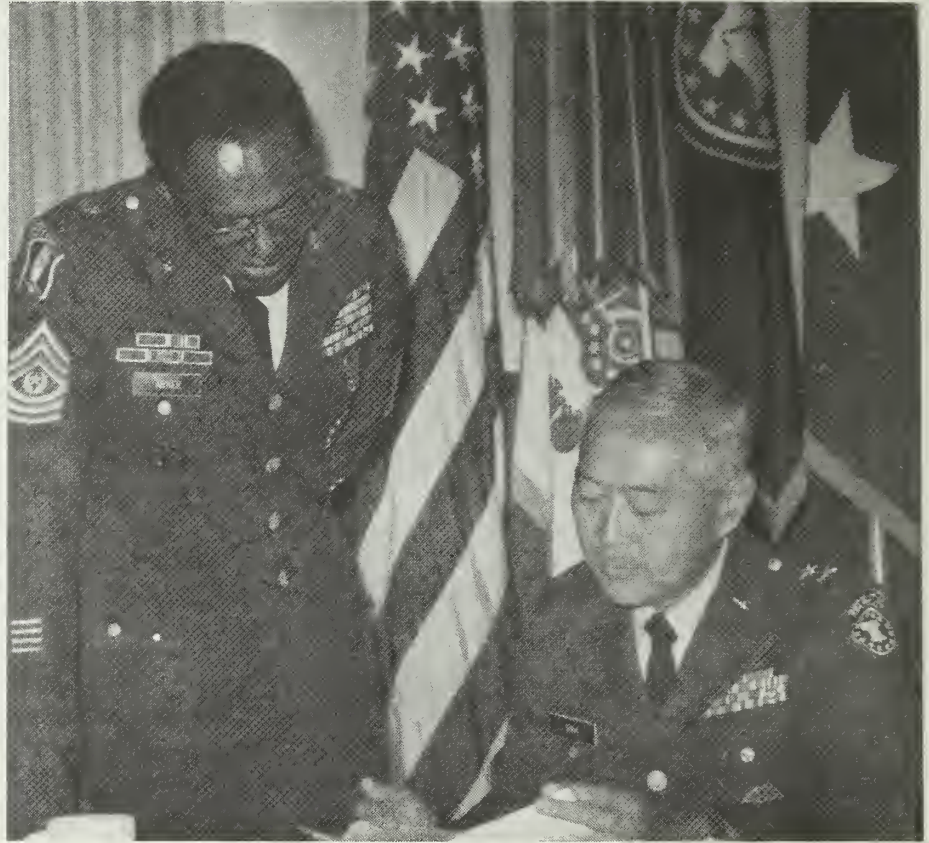
**MG Ono:** Have you ever walked into an office or a store with a blaring radio and tried to concentrate while you did your business? It's annoying, unprofessional and disturbs JOIN presentations and private interviews. You create the image of the Army for your prospects. If you are slipshod and lax, they expect the rest of the Army to be that way, too. No one wants to join an Army like that.

**Question:** Station commanders are in some pretty tough leadership positions. In most Army units, we would be wearing green leadership tabs to recognize that responsibility. Why doesn't USAREC authorize leadership tabs?

**CSM Abner:** We don't need green tabs or disks behind the badges to show who's in charge. The Army recognizes the tough job we do by higher promotion rates and more selections to advanced schooling. Individuals recognize leaders by their actions, orders and manners. Everything else is window dressing.

**Question:** Some of the best soldiers I've served with in USAREC aren't selected for promotion even though they seem to have everything going for them. How could this happen?

**Command Sgt. Maj. Abner:** If these soldiers have attended the right schools, served in leadership positions, and received excellent EERs, then it's time they took a closer look at their records. Look at them the way a panel member would. If you were to appear in person



before the board, you'd naturally want to look sharp. But you'd be surprised at the number of soldiers who are using photos that show them wearing a sloppy uniform or untrimmed hair or, worse, were taken when they were a lower rank or a higher weight. If you are close to your maximum allowable weight, include a recent evaluation -- don't make the panel look it up on your EER. If you are over the weight standard, include pinch test results or, if necessary, a copy of your profile. Have you completed Army or civilian training lately? Update your records to reflect that. How about your current SQT results? When you can say you've checked all these areas, then you can say you really have everything going for you.

**Question:** Why do we always hear, "Quality, quality, quality"? What does it matter if we recruit smart high school grads?

**Command Sgt. Major Abner:** High school graduates are better soldiers. They know how to communicate to their troops and how to manage their resources so they are better leaders. They learn to use the Army's new sophisticated equipment quicker and are better at operating and repairing it. Since 1980, when the push for quality soldiers began, the Army has experienced lower AWOL rates, as well as fewer other disciplinary problems. More of our

soldiers complete their training and finish their full enlistment tours. In short, they are exactly the kind of soldiers with which all of us would prefer to serve.

**MG Ono:** As we promised in last month's column, we'll let you know when reassignment orders for brigade, RSC and battalion commanders, command sergeants major and sergeants major are published. Normally, that list will appear in the space. Because of its length, this month's list is published on page 6 of this issue.

The Recruiter Journal solicits your comments and questions for the Commanding General and the Command Sergeant Major. Please send them to: United States Army Recruiting Command, ATTN: Recruiter Journal, Building 103, Ft. Sheridan, Ill. 60037-6020. Or call: (312) 926-3918.

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# recruiter JOURNAL

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## ABOUT THE COVER

*Sgt. 1st Class Terry Snyder (left) and Sgt. 1st Class Bill Redman of the Wheeling, W. Va., Recruiting Station look over part of the 162 troops they were responsible for signing in FY85. At press time, Snyder, a RA recruiter, had written 75 contracts and Redman, a Reserve Recruiter, had written 87 contracts. The members of D-2-3, shown in the background, recently attended basic training at Ft. Dix, N.J. More about the Pittsburgh Recruiting Battalion's success story is inside. (Staff photo by Sgt. Dan Hardoby)*







## Army Gives More Awards

The number of awards presented by the Army has risen for the fourth year in a row. The 1984 totals reflect a 35 percent increase from the previous year and a 172 percent increase over 1981 totals.

The Army Achievement Medal was approved for presentation in 1981, and the large number of AAMs given accounts for most of the increase in the award totals.

In 1981, the Army awarded 87,052 decorations (Legion of Merit and below),

of which 11,606 were Army Achievement Medals. In 1984, the total had risen to 236,440, of which 145,131 were Army Achievement Medals.

If Army Achievement Medals were not counted in the totals, the increase in awards between 1981 and 1984 would be 21 percent instead of 172 percent.

Statistics show that the Army Achievement Medal is being used as it was intended: to reward achievement. The trend for all other awards

indicates that commanders are using them to reward service rather than achievement.

In 1984, the Army gave more than three times as many awards as the other services combined, or one award to every third soldier. The Air Force gave one award to every 11th person; the Navy, one award to every 38th person; and the Marine Corps gave one award to every 47th person.

Award statistics are compiled each year from all major commands.

## DA urges proper use of military titles

Headquarters, Department of the Army sends the following: "Each member of the Army has a title of address and a pay grade. Use of the term E-1 through O-10 should be restricted to determination of pay and benefits for the individual. In official documents as well as in conversation the military person's title should be used.

"Though it may appear to be easier to refer to a 'a group of E5s' 'a meeting of O6s,' or that Smith is an E-9,' military courtesy should cause us to refer to sergeants, colonels, or the fact that Smith is a sergeant major.

"In the fast pace of today's Army let us not impersonalize our references to soldiers, NCOs and officers by referring to them in terms of letters and numbers. In concert with our 'Year of Leadership' theme, all officers are to take the lead to reestablish and emphasize this military custom of referring to personnel by their military title."

## VA is Looking to Sell More than 20,000 Homes

Investors or buyers looking for single-family homes should check with local real estate agents for information on properties that may be for sale by the Veterans Administration.

The VA has approximately 20,000 homes for sale nationwide and individuals need not be veterans to qualify as buyers. These properties were formerly the security for VA-guaranteed loans and range from the basic starter home to the traditional colonial to contemporary ranch-style homes. Houses are available in every state but most are concentrated around the Great Lakes area and in the southwestern U.S.

The VA will provide competitive financing on most of these properties and downpayments are usually low. Closings can usually be scheduled within 45 days. Cash purchasers may close sooner and are generally offered a discount off the listed price.

VA Administrator Harry N. Walters said that sales on these homes have been improving, but approximately 2,000 additional properties are acquired by the VA each month.

VA regional offices with Loan Guaranty Divisions publish sales listings that state the terms and conditions for the sale of these properties.

## English Course for Recruits

Newly recruited soldiers who speak or understand English only as a second language have access to a new program aimed at helping them become English-proficient.

Set to begin in fiscal year 1986, the program consists of a course at the Defense Language Institute — English Language Center (Lackland Air Force Base, Texas), called "English as a Second Language." The course will last up to 24 weeks and will be taken before the soldier's initial entry training. The requirement for the course will have been determined during the recruiting process, at which time the enlistment contract will specify the mandatory nature of the course.

Should a soldier not pass the course, he or she will face discharge from service while still at the center.

## Champus Notes

In order to get your CHAMPUS claim paid it's necessary that you, as a person eligible for CHAMPUS, be listed in the Defense Department's DEERS computerized data bank.

Before the CHAMPUS claims processor starts working on a claim, the DEERS computers are checked to see if you're listed. If you aren't, the claim

will be delayed until your eligibility can be verified.

If you've been a part of the military family for any length of time, chances are the DEERS computers have you listed. Check on this with the military personnel office at your local service hospital or installation, before receiving civilian health care. It'll help your CHAMPUS claims get processed more quickly. If you aren't on the DEERS list, ask the military personnel office how to sign up. Be sure that information on new family members or any change in your status such as retirement, divorce, etc. is entered in your file.

## Drinking Age Changed to Conform with State Laws

Army installations in the United States have now aligned the minimum age for purchasing, drinking or possessing alcoholic beverages to include beer, wine and hard liquor with the law of the state in which the installation is located.

Exceptions to this guidance are as follows:

At remote installations where privately owned vehicles are not available for use by servicemembers, alcoholic beverages can be served.

When there is a substantial risk of increased incidence of intoxicated driving by service members driving to or from a jurisdiction with the lower drinking age, such as across state or international borders.

Under controlled conditions in order to foster camaraderie and friendship

in a military environment. Officers in the chain of command can authorize the serving of alcoholic beverages on those infrequent non-routine military occasions when an entire unit, as a group, marks the conclusion of arduous military duty or the anniversary of the establishment of a military service or organization.

In order for underage service members to drink alcohol at one of these occasions, the event must be held on an Army installation and the service members must be in a non-duty status.

In other actions taken, Army facilities will no longer serve individual alcoholic drinks to military personnel during their assigned duty hours. A new alcohol policy, which became effective August 20, 1985 with the publication of AR 215-2, Morale, Welfare

and Recreation Update #7, continues the Army's efforts to deglamorize alcohol. The policy also supports Army readiness requirements by emphasizing the importance of being physically fit and mentally alert.

Servicemembers' "on-duty" status is determined by the commander and is not necessarily related to uniform wear or to the normal duty hours of an installation. Because employees serving drinks won't be able to obtain proof of a servicemember's duty status, enforcement and compliance with the regulation will be difficult. Therefore, service members are expected to demonstrate discipline by abiding by the intent of the policy. The intent is that servicemembers refrain from drinking during duty hours.





# Reassignments

Reassignment orders have been published for the following brigade, Support Command and battalion commanders, command sergeants major and sergeants major. Information provided on this list was current as of August 15, 1985. All information is provided by the Director, Personnel and Administration, HQ USAREC.

## BATTALION COMMANDERS

Lt. Col. Albert F. Celani assumed command of the Baltimore/Washington Recruiting Battalion in August.

Accepting command of the Long Island Recruiting Battalion in August was Lt. Col. Robert E. Oakley, Jr.

Lt. Col. William E. Trauble took command of the Fort Monmouth Recruiting Battalion in August.

The Lansing Recruiting Battalion hailed Lt. Col. Charles C. McCloskey in August as its new commander.

Lt. Col. Carlos C. Langston Jr. is the new commander of the Jackson Recruiting Battalion.

The command of the Syracuse Recruiting Battalion was assumed by Lt. Col. William Roberts in August.

Welcomed as the new commander of the Chicago Recruiting Battalion in August was Lt. Col. Theodore S. Clements.

Lt. Col. Daniel J. Shannon addressed the Albuquerque Recruiting Battalion in August as its new commander.

The Houston Recruiting Battalion received Lt. Col. Hershel B. Webb as their new commander in August.

The Kansas City Recruiting Battalion was entrusted in August to Lt. Col. Frank J. Leggio Jr.

## COMMAND SERGEANTS MAJOR

Command Sgt. Maj. Louie J. Mazza, formerly the Salt Lake City Recruiting Battalion Sergeant Major, was scheduled to report for duty as the

Command Sergeant Major of the 6th Recruiting Brigade in September.

## SERGEANTS MAJOR

Sgt. Maj. Clyde E. Adamson, sergeant major of the Fort Monmouth Recruiting Battalion, was scheduled to become the battalion sergeant major of Chicago in August. He will succeed Sgt. Maj. Charles W. Ballard, who has been reassigned to the Army's Institute of Personnel and Resource Management at Fort Benjamin Harrison. Ballard will be sergeant major of the institute's school.

Sgt. Maj. John A. Knox, New Orleans Recruiting Battalion Sergeant Major, was scheduled to become the 6th Bde Operations Sergeant Major in August. Master Sgt. (promotable) Ross Bradford, now serving in the Honolulu Recruiting Battalion, will replace Knox as Sergeant Major of the New Orleans battalion in October.

Master Sgt. (promotable) Glenn E. Brazeal, formerly assigned to the 6th Recruiting Brigade's headquarters, assumed the duties of the Phoenix Recruiting Battalion sergeant major in July.

Sgt. Maj. Leroy Broadnax, sergeant major of the San Antonio Battalion, has been reassigned to the same position with the San Francisco Battalion. He was scheduled to report during August. Replacing him in San Antonio will be Sgt. Maj. James D. Vining whose most recent assignment has been as 6th Brigade Operations Sergeant Major.

Master Sgt. (promotable) Charles L. Canterbury Jr., of the 1st Brigade headquarters, was reassigned to the position of New Haven Recruiting Battalion Sergeant Major in September.

Master Sgt. (promotable) Barnet C. Joseph, formerly serving in the staff and faculty company of the Sergeants Major Academy at Fort Bliss will report for duty as the Des Moines Recruiting Battalion Sergeant Major in

October. Joseph takes over this position from Sgt. Maj. Robert M. Thaxton who leaves to become the battalion sergeant major of Cleveland. Thaxton will assume his new position from Sgt. Maj. William Lourido-Velez. Lourido-Velez will move from the sergeant major's position in Cleveland to the same position in San Juan.

Master Sgt. (promotable) William Lueker, formerly with the Portland Recruiting Battalion, was slated to become sergeant major of the Salt Lake City battalion.

Master Sgt. (promotable) Carlos Meinerts is scheduled to become the sergeant major of the Long Island Recruiting Battalion in September. Prior to this assignment, Meinerts served with the recruiting battalion in Des Moines.

Master Sgt. (promotable) Michael Y. Otake, a student at the Army's Sergeants Major Academy, Fort Bliss, Texas was scheduled to become the battalion sergeant major of Honolulu Recruiting Battalion in August.

Master Sgt. (promotable) Francis A. Shaffery Jr. has been reassigned from the Pittsburgh Recruiting Battalion to the Office of the Deputy Chief of Staff for Personnel in Washington, DC. Shaffery, who will serve as DCSPER/USAREC liaison NCO, was scheduled to report in September.

Master Sgt. (promotable) Kenneth P. Siragusa will leave the Dallas Recruiting Battalion in October to become the new battalion sergeant major in Raleigh.

Master Sgt. (promotable) James L. Stokes of the Harrisburg Recruiting Battalion will join the Fort Monmouth Recruiting Battalion to become its new sergeant major in October.

Sgt. Maj. Ronald D. Tobin, until recently a student at the Sergeants Major Academy in Fort Bliss, became the battalion sergeant major of Omaha in August.

# New Mission Category Acronyms

**Editor's Note:** Below is a listing of old and new acronyms for mission category terms. The new acronyms are to be used on all future correspondence, reports, briefing charts, ect. This change is not intended to institute a massive purge of all USAREC historic files and data bases. The new acronyms will be used on all new products as reports (both manual and automated) and as briefing materials are updated, conversion to the new acronyms will also be accomplished. Point of contact for this change is Maj. Matysek at (312) 926-2996.

CATEGORY	OLD ACRONYM	NEW ACRONYM
High School Senior, Male, I-3A	HSSR (M) I-III A	SMA
High School Senior, Male, 3B	HSSR (M) IIIB	SMB
High School Senior, Female, I-3A	HSSR (F) I-III A	SFA
High School Senior, Female, 3B	HSSR (F) IIIB	SFB
High School Diploma, Grad, Male, I-3A	HSDG (M) I-III A	GMA
High School Diploma, Grad, Male, 3B	HSDG (M) IIIB	GMB
High School Diploma, Grad, Male, 4	HSDG (M) IV	GM4
High School Diploma, Grad, Female, I-3A	HSDG (F) I-III A	GFA
High School Diploma, Grad, Female, 3B	HSDG (F) IIIB	GFB
High School Diploma, Grad, Female, 4	HSDG (F) IV	GF4
Grad Senior Male I-3A	GSMI IIIA	GSMA
Grad Senior Male, 3B	GSM IIIB	GSMB
Grad Senior Male, 4	GSM IV	GSM4
Grad Senior Female, I-3A	GSF I-III A	GSFA
Grad Senior Female, 3B	GSF I-IIIB	GSFB
Grad Senior Female, 4	GSF IV	GSF4
Non-Grad Male, I-3A	NHSG (M) I-III or NGM I-III A	NMA
Non-Grad Male, 3A	NHSG (M) IIIB or NGM IIIB	NMB
Total Grad Male	HSDG (M) TOT or GM Total	GM
Total Grad Female	HSDG (F) TOT or GF Total	GF
Total Grad Senior Male	GSM Total	GSM
Total Grad Senior Female	GSF Total	GSF
Total Non-Grad Male	NGM Total	NM
Non-Prior Service Male Total	NPS (M) TOT or NPSM Total	NPM
Non-Prior Service Female Total	NPS (F) TOT or NPSF Total	NPF
Total Male High School Seniors	HSSR (M) TOT	SM
Total Male High School Seniors	HSSR (F) TOT	SF
Prior Service	PS	PS
Prior Service I-III A	PS I-III A	PSA
Prior Service I-IIIB	PS IIIB	PSB
Currently in High School, Male, I-3A	CIHS (M) I-III A	CHSMA
Currently in High School, Male, 3B	CIHS (M) IIIB	CHSMB
Currently in High School, Female, I-3A	CIHS (F) I-III A	CHSFA
Currently in High School, Female, 3B	CIHS (F) IIIB	CHSFB
Total Male Currently in High School	CIHS (M) TOT	CHSM
Total Female Currently in High School	CIHS (F) TOT	CHSF
Total Currently in High School, I-III A	CIHS I-III A	CHSA
Total Currently in High School, IIIB	CIHS IIIB	CHSB
Total Currently in High School	CIHS TOT	CHS
Non-Prior Service, I-3A	NPSI IIIA	NPA
Non-Prior Service, 3B	NPS IIIB	NPB
Non-Prior Service, 4	NPS IV	NP4
Non-Prior Service, Total	NPS	NP
Grad Senior, I-3A	GS I-III A	GSA
Grad Senior, 3B	GS IIIB	GSB
Grad Senior, IV	GS IV	GS4
Grad Senior Total	GS TOT	GS
Grad I-3A	HSG I-3A	GA
Grad 3B	HSG 3B	GB
Grad IV	HSG IV	G4
Senior I-3A	HSSR I-3A	SA
Senior 3B	HSSR 3B	SB
Senior IV	HSSR IV	S4
Non-Grad I-3A	NHSG I-3A	NA
Non-Grad 3B	NHSG 3B	NB
Non-Grad IV	NHSG IV	N4



# 1st Brigade

## Bennett Believes in the Army



**Staff Sergeant Keith Bennett gives some hands-on instruction to one of his karate students. He teaches all ages and levels of students in weekly classes at the Schoharie Community Center, and at area high schools.**

**Judy Poland  
Albany Rctg Bn**

"You can't sell something if you don't believe in it." Staff Sgt. Keith Bennett is a man who believes in the Army. He believes in the discipline of the karate he teaches, and, most of all, he believes in himself.

With his Cobleskill (N.Y.) recruiting station at 183% of mission year-to-date, and his sergeant first class stripes about to be pinned on, the 27-year-old recruiter's philosophy seems to be pay-

ing off. "I believe very highly in what the Army has to offer. No other service has what the Army has. If the person looks at more than just the branch—looks at the jobs—then no one can beat the Army," Bennett says.

Bennett uses all the recruiting tools at his disposal to increase his success. He uses the ASVAB score lists, the CAST and EST, to find and pre-qualify the highest mental quality recruits. He held three DEP events this year, including one "dynamite" pool party 40 people attended (a large crowd for small town).

He knows the value of positive publicity, would like "more advertising: billboards, radio and classified ads," and is looking forward to an active TAIR program this fall.

Bennett appreciates the importance of getting into the schools. As a high school senior himself, he met his Army recruiter when that sergeant gave a talk at the school. Getting into the schools means obtaining and retaining a high visibility with his primary market.

"Everywhere I go, I recruit," Bennett says, and he goes a lot of places. He is active in both the local community and church. And then, there is karate. Bennett teaches the sport during his free time to all ages and skill levels at a local recreation center and says he loves every minute of it.

All his extra activities have taught him an important lesson, however. "I really have to plan my time. Good time-management is the key, but being involved is also very important to me."

This year Bennett's two-person station increased the Army's share of seniors from 35% to 63%, Bennett says. "Honesty, that's the most important thing. And I don't take no for an answer. I follow up — I question everything."

As a station commander, Bennett feels that his job is to "keep the pressure off the recruiter, that's the first thing. A good recruiter puts pressure on himself to be successful."

Sgt. Roy Daniels, Reserve recruiter in Cobleskill, says Bennett is "a hard-working supervisor. He lets me do my recruiting. He leaves me alone when I'm doing well, but he's there to help me when I'm having a hard time. He's outspoken and up-front."

Bennett says "I'm in the Army for 20 years — or 30, who knows. I wouldn't think of getting out now. I believe in the Army." A better spokesman for positive mental attitude would be hard to find.



# (Northeast)

## Prospecting...A Key to Success

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**Jim McCarthy**  
*Pittsburgh Rctg Bn*

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"When the smoke clears and all of the stats are in on FY 85, Pittsburgh Battalion could well be in the same category as the city we're headquartered in . . . number one in America," said Lt. Col. E. R. Tauscher, commander of the Pittsburgh Recruiting Battalion.

According to "The Places Rated Almanac - 1985," published by Rand McNally, of 329 metropolitan areas studied, Pittsburgh is the #1 place in America to live. This is based on such factors as terrain, housing, and health care.

Tauscher further explained that the Pittsburgh Battalion's cast of charac-

ters are composed of Active and Reserve recruiters with winning attitudes and a dedicated, mission-oriented headquarters staff.

"That's what makes us tick," he said.

A glance at FY 84's USAREC standings reveals that Pittsburgh placed sixth overall among USAREC's 56 battalions for the Active Army mission and seventeenth for the Reserve. It was first in the 1st Brigade in combined mission among 12 battalions.

At the conclusion of the third quarter, FY 85, Pittsburgh ranked first in USAREC in Active mission and ninth in Reserve. It also ranked first in the 1st Brigade at the close of the third Quarter.

Sgt. 1st Class Terry Snyder, station commander of Wheeling Recruiting

Station and the top recruiter in Pittsburgh, said, "Consistency is the difference between success and failure. Our hard work and persistence have paid off. We're the only five-star station in the battalion."

His Reserve recruiter, Sgt. 1st Class Bill Redman, insists, "The key to my success is prospecting - everyday. I also like to stay in close contact with my Reserve units and attend their meetings regularly."

In early July, Snyder had written 75 contracts for FY 85 and Redman had written 87.

"There was a time in USAREC's history when things were not always this way in Pittsburgh," said Redman, a seven-year veteran of the battalion. "But we've all developed winning ways and attitudes."

## His Personality has Positive Effect on Recruiters

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**Olive Jagodinsky**  
*Philadelphia Rctg Bn*

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Sgt. 1st Class Felix Martinez-Sanchez is one rookie who's wasted no time establishing himself as one of his battalion's top-producing recruiters.

Sanchez volunteered for recruiting duty last year and, after only six months, was terminated from the TTE program in order to assume command of the on-production, four-man Trenton (N.J.) Recruiting Station in the Philadelphia Battalion. Before long, Sanchez had turned his station around and it was the first in the Langhorne Company to lock RA mission in RSM May.

The decision to move Sanchez to a station command slot was based upon his superior leadership traits, maturity and technical recruiting skills which he displayed consistently from month to month.

"His dominant personality has had a positive effect upon his recruiters with a commensurate increase in their overall production," according to Captain Edouard A. Peloquin, his company commander.

"Of the 14 contracts he wrote during the third quarter, seven were GSA which demonstrates his ability to recruit in our most lucrative and most challenging market. Overall his 280% mission accomplishment by box reflects his initiative, hustle and desire

to succeed - all attributes essential to the top RA recruiter," Peloquin added.

When asked how he feels about recruiting, Sanchez will tell you: "It's great; nothing better. But it's tough. What works in one area probably won't in another. The most important thing is to be flexible and deal with one situation at a time."

In 1973 Sanchez enlisted in the Army and completed advanced training as a mortarman. It wasn't long before he showed leadership potential. Stationed at Fort Hood with the Combat Support Company, 1st Cavalry Division, he was selected to attend the primary non-commissioned officers school the following year. There he was named "most outstanding leader in the

cont'd on pg. 26

# 2nd Brigade

## Young HRAP gives USAREC award winning effort

**Hal Glassman**  
**Miami Rctg Bn**

It took a soldier from Miami, Fla., exactly one year from the time he joined the Army to receive an Army Achievement Medal and he got it for his recruiting efforts.

Pfc. Javier Garcia, 19, was decorated for enlisting 10 persons during his brief stint as a Hometown Recruiter Aide. As if that achievement could be overshadowed, Garcia made certain he got quality enlistments with eight

of the 10 finishing high school with diplomas.

Garcia, from Hialeah, a Miami suburb, was decorated by Lt. Col. Alan R. Paczkowski, commander of the Miami Recruiting Battalion. Capt. Serafin Alorro, Miami company commander, recommended the soldier for the medal.

Garcia, who is assigned to the 82nd Airborne Division at Fort Bragg, N.C., finished high school in June of 1984. He joined the Army a month later. His recruiter was Staff Sgt. Luis Sanjurjo.

He came back to his hometown this past May and went to work with Sanjurjo as a recruiter aide. In rapid fashion, visiting his old school, Hialeah High, where he graduated with honors, Garcia went to work talking about the benefits of an Army enlistment. He was decorated in July, almost to the date of his enlistment anniversary.

Garcia returned to his airborne infantry assignment later in the month; fully equipped with a decoration on his chest for a job well done in his hometown.

## “Can Do” Attitude Pays off

**Don Thweatt**  
**Montgomery Rctg Bn**

Mobile, long known as the Mardi Gras capitol of Alabama and Azalea Center of the South, is rapidly gaining the reputation as the “super recruiting station” in 2nd Brigade.

The multi-man station, authorized six Regular Army recruiters and one Reserve recruiter, had as of June 30 already exceeded volume for fiscal year 1985. Regular Army recruiters have accomplished 177 enlistments for 150 percent of mission, while 69 people were placed in Reserve units, also for 150 percent of mission.

FY 85 is the fourth consecutive year Mobile has made or exceeded all assigned goals. When asked to explain

why the Mobile station continues to excel, 1st Sgt. Joe Cox says, “They work a total program following proven basics of recruiting; they’re knowledgeable, motivated, and work as a team.”

Sgt. 1st Class Randy Benton, station commander, says their success is due primarily to the “can do” attitude of his recruiters. “They believe in themselves and have a desire to do well. Translating that desire into a lot of hard work results in accomplishments. My philosophy is to offer my assistance when needed and give each recruiter as much independence as possible. When recruiters understand the total recruiting picture and have confidence in themselves, recruiting is a fun job.”

Benton believes getting a new

recruiter properly oriented and established in his assigned area is critical. “I want the guy to feel comfortable with the people in his area. When a recruiter is known and well-liked by many Centers of Influence in schools, businesses and publicity outlets, production is much easier. It is my job as station commander to introduce him in the community and give him hands-on training until he gains the self-confidence needed. This usually takes about three months,” Benton concluded.

Other indicators of sound recruiting practices are the station’s Delayed Entry Program, high school program, area canvassing techniques and publicity program.

At any given time Mobile has 65 to 80 enlistees in the DEP. Through mid-



# (Southeast)



*Mobile, Ala., multi-man Recruiting Station Commander Sergeant 1st Class Randy Benton, right, and Sergeant 1st Class Pat Jones, RA recruiter, plot canvassing areas near Mobile.*

July, FY85, 177 people have been placed in the DEP with a total loss of six. Recruiters religiously work the DEP, keeping enlistees informed and interested; making them feel a part of the station and the Army.

Programs are planned for frequent DEP functions and DEP are invited to attend any significant band concert or other Total Army Involvement in Recruiting function in the area. Film, slide shows and demonstrations are part of the program for DEP dinners.

"Working the DEP is very time consuming," said Benton, "but it pays off. We get many enlistments from DEP referrals."

"Hometown Recruiter Aides are another source for locating prospects. Mobile recruiters like to place aides in their former high schools and have them contact former classmates on LRLs. Many times, these young soldiers are instrumental in locating prospects and closing sales," reported Benton.

The station's largest source of GSA prospects is the high school. With some 3,000 seniors located in 11 high schools,

a viable high school program is essential for success.

Station recruiters, with assistance from Capt. Pete Wilson, Mobile company commander, host a COI/Educator event early in the school year. City and county superintendents are briefed on Army programs and requested to encourage invited principals and guidance counselors to attend.

At these events, Army programs such as the Army College Fund, choice of training, and DEP are explained in detail. The audience is informed how they can assist in the recruiting effort and specifically requested to help.

One specific request, allow recruiters to eat lunch in school cafeterias weekly, has resulted in recruiters being treated as members of school faculty. "Recruiters must always be polite, honest and friendly at schools," said Benton. "We can never forget that we're treading on someone else's turf when we're there."

"We look for ways to assist the school. We've learned that when we are able to help a student, word gets back to the counselor and principal. We offer subject matter speakers,

TAIR events and educator tours."

Mobile recruiters work a proven area canvassing program. They cultivate COIs wherever young people congregate, leave literature and ask for referrals. Canvassing points are visited on a fairly regular basis.

Shopping mall displays using local exhibit materials and JOIN systems manned by recruiters are frequently used on Friday evenings and Saturdays.

Benton also reported that he pursues a continuous publicity program. "Awareness of Army opportunities by the public makes our selling job easier," said Benton. "We provide publicity material to radio stations and newspapers on a regular basis and frequently appear on a local TV talk show. We also report DEP enlistees to respective high schools for use in their newspapers."

As 1st Sgt. Cox said, the Mobile team works a complete recruiting program. With their pride of ownership, enthusiasm and hard work they will continue to feed on success.

# 4th Brigade

## Cincinnati Schools Slow Starters

**Mary Auer**  
**Cincinnati Rctg Bn**

How do you help a recruiter who is having trouble making his quality mission?

In Cincinnati, you send him to college.

MERP University—or Marginally Effective Recruiter Program University—which is located at the battalion headquarters in downtown Cincinnati, has been offering courses in recruiting basics since March and already counts among its graduates some of the battalion's top recruiters.

Lt. Col. Dan Cerone, battalion commander and founder of MERP University, describes the school as "strictly an upbeat training program which gives a recruiter an opportunity to freshen up on his basics, sharpen his skills, and identify his problem areas."

Though many students at MERP University are considered marginally effective recruiters, Cerone stresses "there is no punishment involved."

Those attending MERP University are usually recruiters who have not written a GSA contract within the previous month and whose productivity year-to-date in the GSA market is less than one contract a month; or recruiters who have been nominated by their chain of command, he says.

**Master Sgt. Bob Olguin, "dean" of MERP University, teaches a class on telephone techniques. (Photo by Mary Auer, Cincinnati Rctg Bn)**

Underscoring the positive nature of the school, MERP University courses are also open to any recruiter who wants to attend. A schedule of classes is distributed to all recruiting stations, and "we have quite a few (people) who do come in voluntarily," he adds.

Classes are conducted Saturdays from 9 a.m. until 1 p.m. and cover subjects such as time management, the sales presentation, telephone techniques, handling objections, and attitude. Courses are usually taught by Cerone, Sgt. Maj. Manuel Rosario, or Master Sgt. Bob Olguin, the battalion's senior RTNCO.

At the end of each session, students are given a "homework" assignment which will be approved by their chain of command when completed.

Students graduate from MERP University by writing a GSA contract and achieving the Cincinnati standard of 110 percent or better of their quality market mission for one month.

The best indicator of MERP University's effectiveness is the productivity of its graduates.

According to Olguin, recruiters who had written an average of only one quality contract in two or three months before attending the university have been averaging two GSA contracts a month since graduation. Among all the recruiters who have completed the

school during April and May, there is clear improvement in productivity after graduation.

Staff Sgt. Ken Dickerson, who says he had "rolled a doughnut" before attending MERP University, wrote five GSA contracts in the month following graduation and has made mission box every month since then.

Teamwork plays a major role in the instruction. "We would break down into small groups and help each other out," he recalls. "I really enjoyed it, and it has helped me a lot."

Staff Sgt. Tom Joslin, who has consistently ranked among Cincinnati's top recruiters, attended some of the classes voluntarily and has nothing but praise for the program. "I think it should be mandatory for all recruiters who have been assigned here for more than one year," he says.

The continuing success of its graduates also indicates MERP University is no quick-fix, "band-aid" solution, but produces ongoing, positive results.

MERP University is at least partly responsible for the battalion's own success story. Prior to March, Cincinnati was consistently among the lower-producing battalions in USAREC. The battalion now occupies a position on the top end of the rankings. In June, it finished seventh in USAREC and was only one of four battalions command-wide to make mission box.

"On occasion, there may be one (recruiter) who regresses and may have to re-enter the course," Cerone notes. "But that's the rare exception. The majority of the graduates go on and continue to be successful."

The primary goal of MERP University is "for the recruiter to invest those few hours on Saturday mornings for a few weeks, and in doing that, be able to reduce his workload and increase his productivity," Cerone explains.

"A short-term investment of time and energy should give him a long-term return of higher productivity and success."





# (Midwest)

## Music Wins Recruits—And Wife Drumming Up Success in Iowa

**Julie T. Simon**  
**Des Moines Rctg Bn**

Des Moines Battalion recruiter, Staff Sgt. Paul Garrett, takes an upbeat approach to his job. The one-time drummer for the 6th Army Band, is now drumming in recruits as the Perry (Iowa) Recruiting Station Commander.

Garrett has had much success with his rural recruiting efforts. He earned his Gold Badge in December, and received the Command Sergeant Major and Chief of Staff awards earlier this year, and has lead his station to many mission box months.

When he was first assigned to Perry, high school involvement was a priority for him. It also gave him an unexpected added benefit—he met his future wife, Karen, while on a high school visit. Karen, vocal music teacher at Y-J-B in Jamaica, responded to Paul's request for a first date with the words every recruiter hates to hear: "Sure, give me a call—like next year." Luckily, with a fine example of recruiter persistence, Paul "got an appointment" much sooner, and they were married ten months later.

Garrett is a believer in community involvement; he and Karen take an active part in their rural area's events and programs. Garrett plays the drums with the high school band at basketball half-times and other sports events. He also performs at many evening school concerts.

"In a small town, everyone turns out for these events—parents, students, town officials, school superin-



**Staff Sgt. Paul Garrett, a former 6th Army Band drummer, performs with his high school music teacher wife, Karen, during one of their frequent appearances at local community events. (Photo by Julie Simon, Des Moines Rctg Bn)**

tendents, other members of the community," Paul said. Whether he performs with the senior choir or the marching band, he makes a sharp, positive statement about the Army as he plays in his dress blues. The concerts feature duets (Karen on piano, Paul on drums) and they are always crowd-pleasers.

"Being a rural recruiter can be tough. There's a lot of miles and a lot of small schools. You can't beat community involvement for establishing close rapport. That visibility breaks the stereotype of the recruiter who always talks Army.

"I meet many fine people on a social level. The kids know me as a friend, a musician, 'Karen's husband'—but my presence as a soldier in the U.S. Army

is always there. Honesty is number one—you may lose someone one month, but in many cases that individual may check out other services and return to you. You've got to be up-front and let the person know what the Army can do for his or her life, skills and character."

Garrett, who was a drummer in high school, entered the Army in 1970 and attended the School of Music in Norfolk. He was assigned to several Army bands, and took two years of college courses before he got out in 1975. After serving as a patrolman in Mississippi, Paul reenlisted in 1980 as a military policeman and was assigned to recruiting. He has since completed his bachelors' degree in Law Enforcement.

# 5th Brigade

## Overcomes slow start San Antonio newcomer is tops

**Pat Davis**  
**San Antonio Rctg Bn**

Sergeant Pamela Parsons is the Top RA, Top HSDG and Top RA SMA recruiter for April, and top Year-to-Date SMA producer in the San Antonio Battalion.

A relative newcomer to the recruiting game, Parsons says she got off to a slow start. She had a few distractions when she first came to the battalion almost ten months ago. She had a car wreck, her husband had a car wreck and her little niece was a missing child. But she shrugged her shoulder philosophically and said, "If I could give one word of advice to new recruiters, it would be: 'Don't give up too easily, if you don't make it at first. And don't be afraid to ask for help.'"

She spoke at length on her hints for new recruiters and wanted to pass along a few of the ideas that helped her for the benefit of new recruiters:

**"AREA CANVAS"**—Go out and find the places where SMA prospects hang out. I go to local libraries, college athletic events and other college activities, and I also get referrals from other SMA's I've enlisted.

**"ASVAB TEST"**—I use the ASVAB results and a personal interview to determine whether someone is blowing smoke or will be a good recruit, and retest under the provisions of AR 601-210 when it is indicated.

**"TEAM CONCEPT"**—You can't be a success by yourself—it takes **team-work**. When I'm out on an appointment and can't be available for an interview, I know someone in the office will work my lead. I've come back from an appointment and found that Sergeants Kibler or Garza had the completed packet waiting on my desk! Now, you can't ask for better teamwork than that! We all know we can count on each other.



**SAN ANTONIO**—Sgt. Pamela Parsons, San Antonio Recruiting Battalion's Top RA, Top HSDG and Top RA MC I-III A recruiter for April, and Top Year-To-Date I-III A producer, demonstrates the JOIN system. Though on production less than a year, she proves that **determination and persistence pays off.** (U.S. Army photo by Pat Davis)

**"ATTITUDE"**—I think 90% of a recruiter's success is attitude! Show professionalism and it doesn't matter whether you are a man or a woman—you will succeed. Another big thing is **family support**—things have to be 'right' at home. When they are, you have the freedom to do your job!

**"TIME MANAGEMENT"**—Concentrate on solid prospects, don't waste your time on 'maybes'. I didn't know that at first, so I nearly bombed out.

**"CENTERS OF INFLUENCE"**—Now, I'm not talking about 'Joe Blow' at the corner pool hall! I'm talking about retired military personnel who own local businesses, school counselors who deal with and know people, or the vocational counselor at the local high school.

Parsons was the recruiter in charge of the John Marshall High School ASVAB testing session last October, when the battalion tested what was at

that time the largest group of students tested in the San Antonio area.\* A total of 750 students finished the test of the 900 scheduled originally. Parsons is a graduate of Coconino High School in Flagstaff, Arizona, and has completed 36 hours of college work toward a degree in sociology.

Parsons' earlier military assignments include five years with the 101st assault division, where she was a helicopter mechanic; a tour as NCOIC of the personnel utilization section at V Corps in Frankfurt, Germany, and a tour as NCOIC of the administrative section, military proponentcy, at Fort Huachuca, Ariz.

**\*NOTE:** The largest group administered the ASVAB test in the San Antonio area is Judson High School, where 1,812 of the 2,000 scheduled completed the test.



# (Southwest)

## Hometown Boy Makes Good



***Pfc. Steven Marshall, who "enlisted" 13 of his friends into the Army while serving as an HRAP at his hometown of St. Joseph, Mo., receives a congratulatory handshake and a vote of thanks from his sponsor, Sgt. 1st Class Garry Wells.***

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**Larry N. Crump**  
**Kansas City Bn**

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A funny thing happened recently to Pfc. Steven T. Marshall on his way from Fort Gordon, Ga., to Fort Lewis, Wash. He made a stop-over in his hometown of St. Joseph, Mo., and talked 13 young people into enlisting in the Army!

Recruiters at St. Joseph Station, part of the Kansas City Battalion, are ecstatic; the rest of the battalion envious. Marshall's feelings? He is proud of a job well done, but satisfied to be pursuing new goals at Fort Lewis.

Marshall reported for active duty only last July. Following completion of AIT as a radio-teletype operator at Fort Gordon in January, he was assigned to a 45-day stint as hometown recruiter aide at St. Joseph. Because of his early successes, his tour was extended an additional 45 days. The rest is history.

The 18-year-old lived in St. Joseph before he enlisted under the Delayed Entry Program, and attended Central High School there. It was in high school that he did a lot of talking, but he also worked other schools in the area, and even worked the telephone book.

Why was he so successful? Perhaps it was his honesty and the way he talked

about his job. "I know a lot of people here," he said. "I talked about benefits and how I have been helped. I'm proud to put on my uniform and proud to know I'm serving my country." He added, "I like my job."

His own enlistment initially centered on the Army College Fund — the \$20,000 program — but his interests have now shifted toward attending OCS. He already has four years of Junior ROTC at Central High School, and was a member of its rifle team and the marching team. That is how he entered active duty as a private first class.

According to Sgt. 1st Class Garry Wells, Marshall's sponsor at St. Joseph and himself a recruiter at the station, Marshall did it on his own.

"Evidently he was very popular in his school, and knew lots of kids from the other schools," said Wells. "But he worked at it, too. I gave him the high school list and off he went!" According to the ROTC instructor at Central, Marshall spent one entire day talking with the group. And it was that kind of energy and enthusiasm that paid off.

On the day of his departure, Marshall received the Army Achievement Medal from the Kansas City Battalion. Five of the people he talked to had already shipped; seven were in the DEP and most of them will begin basic this summer. Eight of the enlistees are SMA. The 13th to enlist—who did so after Marshall's tour at St. Joseph ended—was one of five or six Marshall talked to who are still "leaning" toward joining. So the end may not yet be here.

Would Marshall like to go on full-time recruiting duties? "I like it," he laughingly replied, "and I might consider it longer if it were offered."

If that happens, Kansas City Battalion wants first bid on his services!

# 6th Brigade

## Robinson is "model soldier" in more ways than one



**Sgt. 1st Class Joretta Robinson of the Phoenix (Ariz.) Central Recruiting Station says it "makes me feel proud" to improve the image of Army women. An award-winning recruiter, Robinson is a model soldier in another way. She has worked as a model part time for several years. (U.S. Army Photo)**

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**Tom Aldred  
and Kay Couch-Lopez  
Phoenix Rctg Bn**

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People who know Staff Sgt. Joretta Robinson say she's a model soldier.

She has the credentials to back it up—in more ways than one.

The 12-year Army veteran, assigned to the Phoenix Central Recruiting Station, is on the promotion list for sergeant first class and has earned her Gold Badge with one sapphire in two years of recruiting duty. She twice has made the Phoenix Battalion's Sergeant Major's Elite Squad, a monthly team of the top recruiters.

There's also a literal interpretation to the "model" tag. Robinson takes advantage of her slender 5-foot, 8½-inch frame to dabble as a part-time clotheshorse.

That combination suits the Shreveport, La., native just fine.

"The thing I like most about the Army is my lifestyle," she said. "I actually live a double or triple life. I'm a staff sergeant in the Army; I appear to be a civilian in my off-duty time;

cont'd on pg. 29

## Teamwork spells success

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**Gil Hogue  
San Francisco Rctg Bn**

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The first thing that comes to mind upon entering this small recruiting station on the outer fringe of San Francisco Battalion's area is one word—professionalism. The atmosphere of the station is that of a doctor or lawyer's office or waiting room. No noise, blaring radios, unnecessary conversation or other distractions.

The interior decor of the station includes subdued wood paneling on

all walls. Small plants abound. Trophies and awards are not displayed next to desks, but are assembled in one corner of the office. Wall displays are interesting, imaginative and striking.

Upon entering, the visitor is faced with a two-by-three foot full color replica of a 101st Airborne insignia. On the opposite wall is a display showing Army enlisted rank insignia, arranged according to precedence. Neither display is Recruiting Command issue, but rather the product of the imagination of those who work in

this small but important recruiting facility.

The station is located in Antioch, Calif., and is commanded by Sgt. 1st Class Alice Kenny. Kenny is a non-commissioned officer of solid professional experience in recruiting. The station is generally very successful, making mission box more often than not.

At least part of the station's success is due to the leadership of Kenny, whose recruiting experience has enabled her to create a solid recruiting team, of which she is justly proud.

cont'n on pg. 29

recruiter  
**JOURNAL**



# (Western)



## Staff Sgt's program heads station in new direction

In fiscal year 1984, the Sacramento Battalion's Marysville Recruiting Station experienced a disaster, attaining 68 percent graduate senior male mental categories I-III A and 82 percent volume.

In August 1984, Staff Sgt. Armand Brunhoeber arrived from the Los Angeles Battalion's San Fernando Company to assume command of the Marysville Station. Immediately, he began a training program designed to make Marysville successful again.

Brunhoeber initiated an aggressive school program and began utilizing all recruiting assets available. With firm guidance and an infectious enthusiasm, Marysville began showing signs of life.

This transfusion culminated in December 1984 with Marysville attaining 240 percent of its GSA mission. As of January, Marysville stood at 215 percent GSA and 130 percent volume year-to-date.

Although their blistering pace has slowed down somewhat since the beginning of the year, Brunhoeber and company are still racking up some high numbers. Year-to-date, as of June 1985, Marysville is 125 percent GSA and 103 percent for volume.

Commenting on his men's performance, Brunhoeber said, "It's a never-ending battle putting young men and women into black boots. Still, our reward is knowing that we contribute to manning the force."

## HRAP — a valuable recruiting tool

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**Tom Aldred**  
**Phoenix Rctg Bn**

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To hear some people tell it, leadership often has little to do with staff studies, statistics and strategy sessions.

Rather, it's a matter of basics, of building confidence and effectively using the tools that are available.

The Phoenix Battalion's Las Vegas Company employs that principle to make one of USAREC's current tools, the Hometown Recruiter Aide Program, as valuable as it possibly can be.

Guidance from the company leadership team sticks to the basics: Follow the regulation. Set realistic goals. Reward good performance.

The task for station commanders and recruiters: Plant the seeds of

leadership and excellence in each young soldier who works as a recruiter aide.

Statistics show that Las Vegas Company's approach works. Recruiters aides' referrals netted 22 contracts during the third quarter, more than one-fifth of the company's total mission. Sixteen of those new soldiers achieved AFQT scores in categories I-III A. Four aides were cited for outstanding performance.

Company 1st Sgt. Jim McCloskey has a pretty basic explanation for the program's success.

"Our recruiters like it, and use it, because they just want to make their own jobs easier," McCloskey explained. "That's the bottom line."

Still, McCloskey and his boss, Capt. Terry Burns, acknowledge that the impetus for success "has to come from

the top."

"We believe that for the program to work our HRAPs have to feel they're a real part of the team, just as much as the recruiters and the station commanders and the headquarters," the first sergeant said. "As they say, you catch more flies with honey than with vinegar. No recruiter aide is a go-fer, nor will one ever be. That's made very clear when they arrive at the battalion, and it's reinforced by the captain and me. I point to the coffee pot and say, 'See that? I don't want you making coffee or doing anything like that while you're here.'"

"But we also let them know they do have responsibilities. I tell them that credibility with their peers is the most important part of the job. When they're wearing that uniform, out there talking to people, it's critical for them to be

cont'd on pg. 26

# Recruiting Support



**ENTERING THE VAN--***High school students line up to view in climate-controlled comfort one or two of several multi-vision shows.*

## Cinema vans pro leads than last y

**Sgt. 1st Class Paul Krysztoforski**  
**Recruiting Support Command**

As the fourth quarter began this year, statistics showed that Recruiting Support Command's exhibit touring specialists were doing better than they'd ever done before.

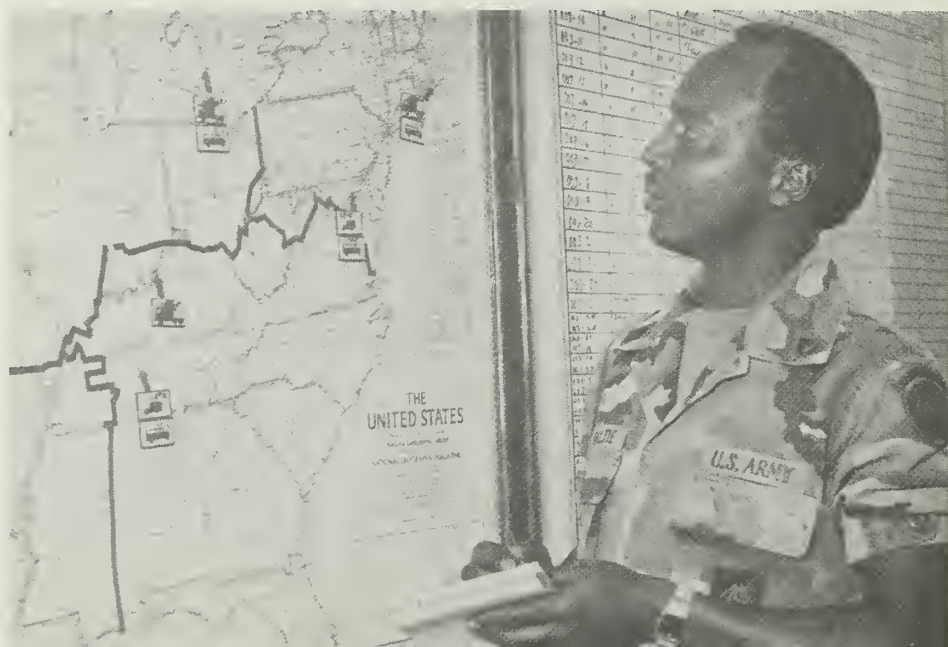
Two hundred and four more schools had been visited than at the same time last year, and nearly 17,000 more target age leads had been burned over to local recruiters.

In fact, the target age leads goal for FY85 was surpassed by mid-May.

What made the difference this year?

"Better people, better training, and better management of assets," said Maj. Michael S. Zerance, RSC operations officer. "We've also benefited from a closer coordination with the brigades and battalions. We've been able to create better, more complete schedules, and that's made a difference," he said.

**THE SCHEDULE AHEAD--***Sgt. 1st Class Clifton Maltie considers the most direct routes to take to best meet his scheduled requirements.*





# Command

## ice 17,000 more target age r for local recruiters

Sgt. 1st Class Clifton R. Maltie, team chief of Cinema Van 5 since December, exemplifies the kind of professionalism Zerance spoke about.

In the first three quarters of FY85, Cinema Van 5 traveled 20,818 miles and visited 106 schools, accounting for 8,423 target age leads — which was a high total for cinema vans during the period.

According to Maltie, communications—"staying in touch"—has been an important factor in CV5's success this year.

The CV5 team took care to stay in touch with the RSE Operations' NCO to insure that all elements of the touring schedule were firm, and confirmed that fact with the recruiter in the field.

"At least two weeks in advance, we coordinate the schedule with the local recruiter and explain what it is we have, and what kind of shows we have in our inventory," Maltie said.

The team also stayed abreast of current Army programs. "We try to give a professional show and have a professional attitude. We let the recruiter know we're there to support him. After the multi-vision show we get a chance to elaborate on Army programs and benefits, and that's where the leads are. That way we actively sell the Army," he continued.

Once at the show site, Maltie added, his team tries to insure senior and junior classes are scheduled to visit the van. Getting to the show site on time is important, too.

But sometimes things go wrong. "We did have a generator problem one time in a small town in Louisiana," Maltie said. "Since it's the generator that powers the AV equipment and interior climate control in the theater, we had to cancel the show for that day. But a week later we used one of our between-site travel days to go back to that high school and make up the show."

It's the team's effort that makes for success.

The crew of CV5 are typical of the current staff of RSC exhibitors.

By mid-July, these 40 or so RSC exhibitors had amassed over 114,000 target age leads—4,000 over the goal set for the entire FY85.

At the end of June, 11 of 16 touring exhibit teams had surpassed last year's total target age lead figures.

Why are they successful?

Because they are motivated, and because they are willing to accept responsibility. It takes a special kind of leadership to assume the responsibility for a \$400,000 piece of equipment, driving and maintaining it. It takes leadership to be a self-starter who is exuberant day after day, week after week, on the road continually, putting on shows and talking Army to young students all over the country.

But there are other, more personal factors that lead to success.

"I love it. I'm a recruiter. I enjoy every bit of it," said Maltie. Maybe this explains some of it.

"People who do well here do so because they're inventive and flexible in solving problems out in the field," said Zerance. Maybe this explains more of it.



**THE TARGET AUDIENCE--***High school students listen to post-show presentation of the RSC exhibitors and local recruiters.*



## Singing soldier finds music soothes

Staff Sgt. Pettis C. Butler says singing takes his mind off the day-to-day grind of recruiting and helps him relax before returning for a full duty day.

This prescription works 150 percent worth — because that's exactly where Butler stands year to date in his recruiting production.

Staff Sgt. Kinlaw Davis, commander of the Compton, Cal., recruiting station, says, "Butler demonstrates a strong desire to excel. He likes to be Number One."

Butler credits part of his success to co-workers Staff Sgts. Brown, Cannon, Nelson and Lloyd and to Sgt. 1st Class Jackson. He believes their efforts also to be number one push him a little harder. The recruiting station is at 135 percent year to date in mission production.

Butler has been in the Army for 14½ years and has served in Vietnam and Thailand. Upon his return to the United States he served as a platoon sergeant at Fort Bragg, N.C., yet he says nothing has proved more challenging than the rigors of recruiting for the Los Angeles Battalion.

Butler says only two goals are left for him to overcome. The first goal is to sing a song for the President of the United States at the Inaugural Ball. The second goal is to become a top-rated recording artist upon his retirement from the Army.

He agrees that they are both very ambitious goals but he's quick to add that to him the Army's "Be All You Can Be" is more than a theme. To him it's a way of life! (Story and photo by George L. Addison, LA Rctng Bn.)



## Lighted recruiting display in mall

Located near the Thruway Bowling Lanes in upstate New York is the Cheektowaga Recruiting Station, Buffalo Recruiting Company, Syracuse Recruiting Battalion.

Because the station benefits from the heavy traffic generated by the bowling alley—especially in the evening—Sgt. 1st Class Daniel J. Lovell, commander of the station, decided to enhance the advantages of the situation by designing and building a lighted display.

He selected Special Forces for his theme, and he installed two flood lights so that people walking by are attracted to the recruiting office. Mannequins were donated by local merchants, and uniforms and equipment were provided by individual recruiters.

The display has received a lot of favorable attention from civilians and from members of the chain of command. Lovell considers the display a very effective recruiting help. (Story and photo by Sgt. 1st Class Daniel J. Lovell, Cheektowaga Rctng Bn)



## **Battalion hosts joint press/educator/COI luncheon**

The U.S. Army Recruiting Battalion in San Antonio hosted a joint press/media/COI luncheon at San Antonio's famous La Mansion del Norte to introduce the New GI Bill/New Army College Fund to community leaders and opinion makers.

Forty educators, press and electronic media representatives, and civilian community leaders were present and heard the battalion commander speak on the "2+2+2", and the New GI Bill/New Army College Fund.

Most receptive of the programs were the 14 local school superintendents and three university administrators. Doctor Duncan Wimpres, president of Southwest Foundation for Biomedical Research, stated he felt the fund package would be of great benefit in the local community. Wimpres, a member of the San Antonio Civilian Advisory Committee, is also the former president of Trinity University in San Antonio. (See picture at right.)

As a direct result of contact between the battalion personnel and the media, six radio and two television interviews were conducted. A major feature release also was published in the city's leading newspaper. (Story and photos by Pat Davis, San Antonio Rctg Bn.)



*Battalion Commander Larry W. Wilcox, left, chats with Jack Newman, public relations director at the San Antonio Light, and Dr. Duncan Wimpres, right. The luncheon introduced the new Army educational assistance programs to community leaders and opinion makers. Also present were members of the local Army Community Advisory Committee.*



As far as anyone can remember, it was a first at the Baltimore Military Entrance Processing Station when

Pfc. Courtney Adams and Pfc. Tanya Adams, married and enlisted there on the same day. The bride and groom wore green.

Their recruiter, Sgt. Lucinda Barnes of Washington Company's Georgia Ave. Recruiting Station, was with the couple as they spent their wedding day processing. They were married by the Rev. John J. Rhodes, sworn in by the Air Force Maj. Robert Robertson.

The couple met as ROTC students from different high schools. Both joined the National Guard after graduation, then visited the Georgia Ave. Station together in January.

They got their Station of Choice, Fort Campbell, Ky., where Courtney will be a supply specialist and Tanya an NBC specialist. She also qualified for the Army College Fund. (Story and photo by Beverly Wooldridge, Baltimore-Washington Rctg Bn).



## Headed for specialist training in Texas



*Leona Martinez is the first Army recruit from Albuquerque to be sworn in under the New GI Bill and the New Army College Fund. Gerald S. Epstein, New Mexico's civilian aide to the Secretary of the Army, was on hand to congratulate her. Miss Martinez left for basic training at Fort Jackson, S.C., and will later take dental specialist training at Fort Sam Houston, Texas. Under the new educational entitlements, she qualifies for up to \$25,200 for college when her four year enlistment is over. She is the daughter of Mr. and Mrs. Ramon Martinez of Albuquerque, and is a 1985 graduate of Rio Grande High School. (Story and photo by Don Pledger, Albuquerque Rctg Bn).*

## ASVAB has its own month in Connecticut

Governor William O'Neil (below left) of Connecticut, in an official statement, recently announced that he was proclaiming October 1985 as ASVAB Student Testing Month in Connecticut. He presented the proclamation to Dr. George M. Murphy (right), the manager of the Department of Defense's (DOD) Student Testing Program for western Massachusetts and northern Connecticut.



O'Neill stated that the DOD should be applauded for the provision of the free testing service. He further suggested that all school systems in the state should look into the possibility of adoption of the Armed Services Vocational Aptitude Battery, (ASVAB), as an additional tool for career and vocational/occupational counseling. He noted that DOD will provide the tests and the interpretive assistance without any cost or obligation to either the school, the town, or the students involved.

Dr. Murphy, in his response, said that the governor is joined by a number of professional educators of national reputation who feel that, 'the total package, as offered by the DOD is attractive, impressive, and probably unmatched by any commercially available test.' He also noted that it's free of cost or obligation.





**Staff Sgt. Russ Roloff tells Michael Strasbaugh that the mortarboard comes with a college degree which can be gotten with the \$25,200 that comes from a four-year enlistment under the new GI Bill. All that loose cash was keenly guarded throughout the promotion.**

## **\$25,200 buys a heap of publicity**

Whenever the subject of the new GI Bill pops up, it's a lot like the weather. Everyone is talking about it.

After all, the \$25,200 that a youngster can get for an enlistment merits plenty of discussion.

Seeing what all that dough looks like, though, is another story. As if everyone was from Missouri, many folks have a "show me" attitude.

Staff Sgt. Russ Roloff, the station commander in Fort Myers, Fla., under the Miami Recruiting Battalion, came up with a plan that did just that. He showed thousands of Floridians on the West Coast of the Sunshine State what \$25,200 looks like.

With the cooperation of the NCNB Bank of Florida's Fort Myers Beach branch assistant manager Debbie Byron, all that cash was spread out on a desk—and secured under the watchful eyes of an off-duty policeman!

Roloff enlisted Michael Strasbaugh, 18, who graduated from high school in June. The teenager modeled with the money in front of television and newspaper reporters. The event received wide publicity throughout the area from all the media.

Strasbaugh, who was active in the ROTC program at Cypress Lake High School in Fort Myers, enlisted for four years. He was one of the first persons in the country to sign up for the new GI Bill and did so while still attending high school. He was scheduled to enlist in early July and take his basic training at Ft. Benning, Ga. Strasbaugh's additional plans were to stay at the same post to become an Airborne Ranger followed by a tour of duty in Europe.

Although it was Strasbaugh's first exposure under the hot lights of television, the idea was "cool." When questioned by one reporter on his feelings about seeing what \$25,200 in cash actually looks like he replied, "Wow."

Roloff's idea made the teenager an overnight media star in his hometown. The next day, after it was aired on local network-affiliated television stations, Strasbaugh was the hit of Cypress Lake High School.

Needless to say, the attention given by the media produced untold leads for Roloff and the other recruiters in the Fort Myers station. "When you pile \$25,200 in cash in one heap, it does tend to attract notice," Roloff observed with a smile. (Story and photo by Hal Glassman, Miami Rctg. Bn.)



# Diagnostic Test

OCTOBER 1985

1. Recruiters may use DD Forms 369 obtained by other services for RA/USAR waiver enlistment packets.
  - a. True
  - b. False
2. If an applicant is self-employed, a minimum of \_\_\_\_\_ DD Form 370(s) will be obtained from person(s) that the applicant has performed services for.
  - a. Four
  - b. Three
  - c. Two
  - d. One
3. When a detailed description about an offense is not listed in item 14, DA Form 3072-B, the waiver request will be:
  - a. Forwarded to the approving authority
  - b. Returned to the originator
  - c. Disapproved
  - d. None of the above
4. A signed DD Form 370 is valid for how many months?
  - a. Three
  - b. Four
  - c. Six
  - d. Twelve
5. A waiver request for a juvenile who is on probation or parole may not be submitted until a \_\_\_\_\_ month period has elapsed since the termination of the probation or parole period.
  - a. Two
  - b. Three
  - c. Four
  - d. Six
6. When a request for a waiver is disapproved, the recruiter will explain to the applicant that the waiver was not favorably considered and will not provide the applicant with the name of the organization of the final disposition authority.
  - a. True
  - b. False
7. The following personnel have the authority to disapprove requests for moral waivers:
  - a. Recruiter and Station Commander
  - b. Recruiting Company Commander, Battalion Commander, Acting Commander (on orders), or executive officer.
  - c. Battalion Commander only
  - d. a and b above
8. Who has the authority to preclude an applicant, who is otherwise qualified for enlistment IAW AR 601-210 and current USAREC policy guidance, from requesting a moral waiver for offense(s) that are waivable?
  - a. Battalion Commander
  - b. Company Commander
  - c. Station Commander
  - d. Recruiter
  - e. None of the above
9. Rehabilitation time for moral waivers include unsupervised unconditional probation.
  - a. True
  - b. False
10. When submitting a moral waiver on an applicant who has been confined/detained, a \_\_\_\_\_ will be used to obtain a report from the Correctional Facility stating whether the individual was an adult or juvenile at the time of incarceration.
  - a. USAREC F1 41
  - b. USAREC F1 31
  - c. DD Form 369
  - d. DD Form 370
11. When the waiver approval level is higher than Recruiting Battalion, the applicant will be advised that the request may take \_\_\_\_\_ days or longer.
  - a. 15 - 30 days
  - b. 30 - 60 days
  - c. 45 - 60 days
  - d. 60 - 90 days
12. The following documents are required when processing a medical waiver for a nonprior service applicant:
  - a. DD Form 3072-1 Series, DD Form 1986 Series, original SF 88 and SF 93
  - b. Detailed description and a current evaluation of the medical disqualification.
  - c. DD Form 369
  - d. a and b above
13. An applicant who has \_\_\_\_\_ may enlist without a waiver under the "Sunset Rule."
  - a. Six minor traffic offenses within a one year period
  - b. Two minor nontraffic offenses within the previous two years
  - c. One DUI offense over three years old
  - d. Two misdemeanors over two years old
14. A waiver on an adult who is on probation or parole may not be submitted until \_\_\_\_\_ has elapsed since the termination of the probation or parole period.
  - a. 3 years
  - b. 2 years
  - c. 1 year
  - d. 6 months
15. How long is the waiting period before a disapproved waiver can be resubmitted?
  - a. 3 months
  - b. 6 months
  - c. 9 months
  - d. 1 year
16. When submitting a moral waiver for prior service personnel the following offenses must be revealed by the applicant:
  - a. Those that occurred during last period of service
  - b. Those that occurred after last period of service
  - c. Those that were not previously revealed
  - d. b and c above
  - e. All of the above
17. When submitting a moral waiver, the following DD Form 370s are required.
  - a. Favorable report from employers for one year preceding application
  - b. At least three personal references from reputable citizens of community (educators, ministers and doctors)
  - c. Favorable reports from schools attended in the last 2 years
  - d. a and c
  - e. All of the above
18. How long is a waiver valid after the approval date?
  - a. 12 months
  - b. 9 months
  - c. 6 months
  - d. 3 months
19. A \_\_\_\_\_ will be used to obtain a report from a probation or parole officer for adverse disposition or convictions.
  - a. DD Form 370
  - b. USAREC F1 50
  - c. DD Form 360
  - d. USAREC F1 31
20. When may a DD Form 370 be hand-carried to referred individuals for completion?
  - a. When time is a factor in completing the waiver
  - b. At the direction of the Company Commander
  - c. At the direction of the Battalion Commander
  - d. Under no circumstances

*Inquiries regarding the Diagnostic Test may be addressed to USAREC Recruiting Operations - Training (SFC Earnest Watkins), or phone AUTOVON 459-5317/5440, Commercial: (312) 926-5317/5440.*



# USAREC Salutes

Recent recipients of recruiter rings and gold badges appear below. Inquiries concerning these listings may be addressed to the USAREC Awards Branch, or AUTOVON: 459-3871 or commercial (312) 926-3871.

## RECRUITER RINGS

### BALT/WASH

SFC James N. Grimes  
Mr. Raymond Moran  
SFC Eugene D. Smith  
**DENVER**  
SFC Henry M. Bradford  
SFC Edward M. Levene

### HONOLULU

SFC James Keliipakaia

### JACKSON

SFC Glenn K. Jobe

### MIAMI

SFC Gerald M. Johnson  
SFC Ernest N. Williams

### OKLAHOMA CITY

SFC Jimmy Matthews

### RICHMOND

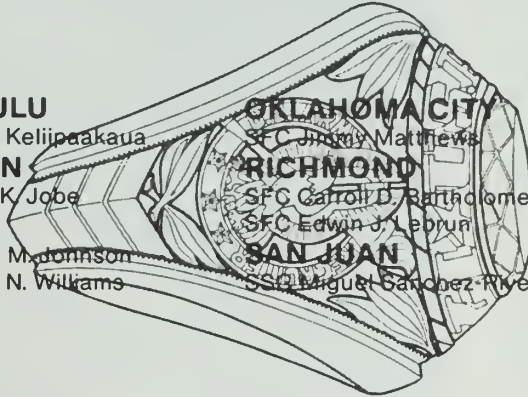
SFC Carroll D. Bartholomew  
SFC Edwin J. Lebrun

### SAN JUAN

SSG Miguel Sanchez-Rivera

### SYRACUSE

SFC William J. Raines Jr.



## GOLD BADGES

### ATLANTA

SSG Ronald Cobb

### BALT/WASH

SSG Thomas Berry  
SFC Anthony Borneo  
SFC Stephen L. Carter  
SSG Robert McCoy  
SFC Carl J. Rutledge

### BECKLEY

SFC Gary L. Reeves

### CHICAGO

SSG Dexter Smith  
SFC Michael R. Kniffen

### CLEVELAND

SFC Dennis W. Gregory  
SSG Charles E. Councell  
SSG Robert W. Nedley

### COLUMBIA

SSG Jack W. Nelson

### COLUMBUS

SSG Hiram J. Glover

### CONCORD

SSG Richard J. Dionne  
SFC Thomas D. Sturges

### DALLAS

SFC Nester E. Colon-Colon  
SFC Jerome M. Winter

### DENVER

SGT Connie J. Johnson  
SSG Thomas J. May  
SFC James W. Earl

### FT MONMOUTH

SSG Aaron D. Hall

### HARRISBURG

SSG Lamar R. Neidig  
SFC Michael S. Metzger

### JACKSONVILLE

SGT Timothy Bohler  
SSG Franklin J. Smith  
SSG David L. Alexander

### KANSAS CITY

SFC David J. Matthews

### LANSING

SFC Billie L. Gardner  
SFC Brock C. Groy

### LITTLE ROCK

SSG Gregory M. Bishop

### LONG ISLAND

SSG Michael McKeiver  
SFC Douglas Bull

### LOS ANGELES

SSG Tyrone Knox

### LOUISVILLE

SSG Warren Meade  
SSG William B. Davis  
SSG Charles W. Durrick  
SGT Roderick May

### MIAMI

SSG Lawrence E. Rosenstock  
SSG Edwin Santana

### MILWAUKEE

SSG William C. Butteris  
SSG Terry W. Halbrooks

### NASHVILLE

SFC Dennis V. Bolduc

### NEW HAVEN

SFC Peter J. Mascetti

### NEW ORLEANS

SSG Thomas A. Gryp  
SFC Maurice Troop

### PEORIA

SSG Ronald Purvis

### PORTLAND

SSG Rene A. Rodriguez

### PORTLAND

SSG Jerry Green Jr.

### RALEIGH

SSG William J. Shiflett  
SSG Ervin R. Bost Jr.  
SFC David A. Clark  
SFC Jimmie L. Haynes

### RICHMOND

SSG Edward B. Washington  
SSG Bingham L. Reid

### SACRAMENTO

SSG Anthony M. Harris  
SSG David C. Garrison

### SAN ANTONIO

SFC Xochitl Rigney  
SSG Joseph R. McGough

### SAN JUAN

SFC Ramon Aguirre-Santos  
SSG Natividad Bermudez-Sanchez

SSG Alejandro Figueroa

### SANTA ANA

SFC Steven D. Putnam  
SFC Mary M. Trudell

SSG Boyd D. McClure

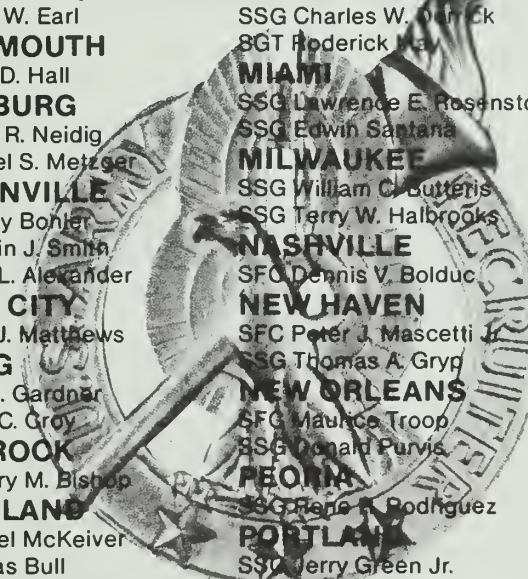
SFC Alvin Davidson

### SEATTLE

Mr. Steward Riles

### SYRACUSE

SFC Lucas C. Hutton



# Positive Personality

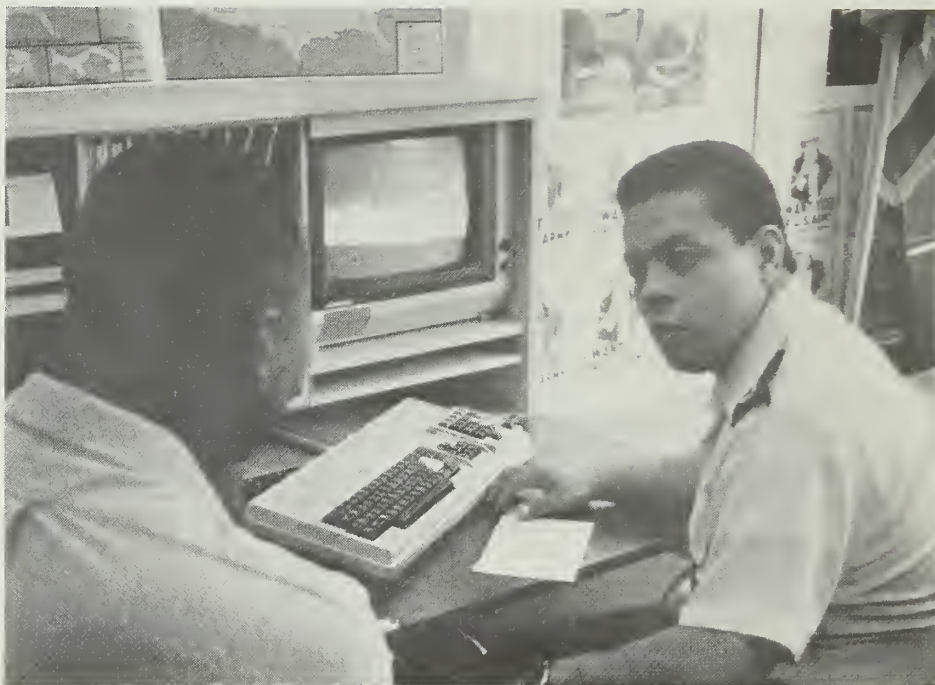
cont'd from page 9

course". From 1975-81 he served in the Berlin Brigade. As platoon sergeant for the 4th Battalion, 6th Infantry, he was selected for the prestigious Morales club in 1979. In 1980 he was named NCO of the month, NCO of the quarter and was runner-up for NCO of the year.

Sanchez served as platoon sergeant for the fire support team, 4th Battalion, 20th Infantry, in Panama 1981-3 and the 1-11th Field Artillery at Fort Lewis, WASH., 1983-4. He served in Vietnam with the Marine Corps, 1968-9.

He and his wife, Ilse, and eight-year-old daughter, Jasmin, are living in Fairless Hill, Pa., where Sanchez was first stationed as a recruiter.

During 1985—jointly proclaimed the year of leadership by Secretary of the Army John O. Marsh Jr., and Army Chief of Staff General John A. Wickham Jr.—Sanchez demonstrated par excellence that key ingredient "which enables our Army to meet successfully the challenge we face."



**Sargeant 1st Class Felix Martinez-Sanchez uses the JOIN machine in an initial interview with an applicant at the Trenton (N.J.) Recruiting Station.**

## Valuable tool

cont'd from page 17

up-front. Kids can see right through the bull. I say to tell 'em what you've experienced. Tell them this was tough; this was good; this was bad."

Over at the Las Vegas West Recruiting Station, Sgt. 1st Class Larry Ulbrich follows that lead. But the station commander assigns the primary leadership role to his recruiters.

"The program always works best when the recruiter takes lots of time with the recruiter aide, especially at the start," Ulbrich said. "The recruiter must set the standard for the HRAP. It's just leading by example. Recruiters can tell their HRAPs, 'I want you to get this number of appointments,' and, well, that's OK. But recruiter aides are a lot more likely to get those appoint-

ments if they understand the whole process. So we take them on appointments (and) have them sit in on sales presentations.

"It gives them confidence in the recruiters, and they can talk intelligently about the Army in making their contacts. So yes, the key to the program is leadership. But mainly, it's the recruiter who has to provide that leadership."

McCloskey will tell you HRAP success is partly attributable to Army training centers that are providing quality recruiter aides: "It shows the company commanders and first sergeants in those units are doing their part."

Even that, however, reflects the commitment in Las Vegas to the basic mechanics of the program. The com-

pany leads the way in recommending its best recruits for HRAP duty.

"I don't think we do anything spectacular," McCloskey said. "Just the things you'd do normally; using common sense. We've had to terminate some of our HRAPs—just like all the other companies—but even then, we were satisfied they'd given their best effort and we'd given them the chance to succeed.

"What we do here at company level, and then down through the recruiters, is enforce the standards of the program as they're written. We figure if we make sure our recruiter aides do what they're required to do, the program will produce like it's supposed to. And it has."



# Stakes Too High In Drunk Driving Gamble

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**Sgt. George De La Paz**  
**10 Bn 7th Trans Gp, Ft. Eustis**

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**Editor's Note: Staff Sgt. De La Paz's account of his arrest and conviction for drunk driving is a true story. Punishments and administrative actions discussed in this article are based on Army and Ft. Eustis regulations and Virginia law. They may vary from post to post and state to state.**

"They won't get me, I'm an NCO." How wrong I was. Pull up a chair, sit down and let me tell you what happened to me, an NCO.

I got caught driving under the influence of alcohol on post. Before I even went before a judge, my post driving privileges were automatically suspended for one year in accordance with local regulations. Now I have to ride my 10-speed bicycle or walk to work. My company commander chewed me out. If it were not for my previous good record, he would have had no choice but to take Uniform Code of Military Justice action against me.

This, however, was only the beginning. I also got letters of reprimand from the commanding general, my battalion commander, and my commanding officer. These letters are kept in my file for at least two years, so I know my chances for promotion and reenlistment are slim.

Not only did I let down my subordinates, superiors, and the United States Army but, worst of all, I let down my family.

My company commander referred me to the Army Drug and Alcohol Pre-

vention and Control Program, which might take up to 16 weeks to complete. If I fail or have a negative attitude towards the program, UCMJ action and possible separation from the Army await me.

I also have to attend a remedial driving training course on off-duty hours, my time.

Once I appear before the judge and he finds me guilty (which he will) then

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*"Not only did I let down my subordinates, superiors and the United States Army but, worst of all, I let down my family."*

---

I will be fined \$300, \$25 for court costs, probation for one year, revocation of my driver's license for six months (first offenders), and my suspended on-post driving privileges will be revoked for one year.

In addition to ADAPCP (on post) I am also referred to the Alcohol Safety Action Program (off Post) which costs \$250 to attend. Double jeopardy laws do not apply. Both the military and

civilian authorities will get their share of my time and money.

Then my case is sent to the Department of Motor Vehicles for administrative action. DMV will agree with the court, but will also add demerits to my record and report my driving-under-the-influence violation to my insurance company. This will inevitably raise my insurance sky high. Some insurance companies have been known to drop individuals with DUIs, or refuse to cover them.

Once my license revocation has expired (on post and off post) I don't automatically get it back. I must ask for my license to be reinstated. This request will be granted only if I have completed ADAPCP, ASAP, the remedial driving training course, and pay a reinstatement fee of \$30 to DMV. Also, I will be put on probation for one year and will be scheduled to appear in court at the end of that year.

This is what has happened to me and what is going to happen to me because I got caught driving-under-the-influence. The damage that I could have done behind the wheel of my car while intoxicated is much more frightening than the DUI punishment. I could have maimed or even killed someone! I was lucky. I only received a DUI.

So I ask you—is it worth it to drink and drive? You are taking a risk and may not get off as easily as I did. You may spend the rest of your life with your conscience bothering you because you killed someone while drinking and driving. The automobile has become deadlier than the gun. THINK before you get behind the wheel of your car after you've been drinking. The stakes are much too high not to.



# Training Tips

*Inquiries regarding Training Tips may be addressed to USAREC, Recruiting Operations-Training ATTN: Master Sgt. T. Iasimone, or phone AUTOVON 459-2772, COMMERCIAL (312) 926-2772.*

## Waiver Processing

With the July update of AR 601-210, waiver processing rules changed. These changes were made to streamline and ensure fairness in the waiver process. Prior to this change, it was possible for neighbors, who lived on the boundary between two jurisdictions, to receive completely different treatment regarding identical police charges. Some communities, for example, have "diversionary" programs which allowed an admittedly guilty person to complete community service or counseling or similar "sentence", then be declared "not guilty" or have the charges dismissed. A person living in a neighboring community may have committed the same offense, received the same sentence, yet have a conviction requiring a waiver on his record.

To reduce this disparity, a new category to waiver processing, "other adverse disposition" (OAD), has been added. Put simply, if an individual was charged with an offense, and was required to satisfy court ordered con-

dition, such as community service, probation, school or counseling, and was subsequently found not guilty or had the charges dropped, that individual has an "other adverse disposition".

Having an OAD does not automatically require a waiver if the charge was a misdemeanor and the applicant has no other police record, no waiver is required. Two or more OAD's for misdemeanors are required before a waiver is necessary. Three or more OAD's for minor non-traffic offenses will require a waiver.

Another important change to waiver processing was the inclusion of a "sunset rule". One of the major reasons for having a waiver system is to allow morally disqualified persons who have demonstrated rehabilitation to serve their country. This is normally accomplished by a review of that person's history.

The Army now recognizes that sufficient rehabilitation has been demonstrated, and a waiver is not required,

if an applicant, who has a history of less-than-felony level convictions or OADs, stays relatively clean for at least three years. What this means is that, if during the 3 years prior to DEP, RA or USAR enlistment, the applicant has no convictions or OAD's for felonies and misdemeanors, less than two convictions or OAD's for minor non-traffic offenses or less than 6 convictions or OAD's for minor traffic offenses in a 12 month period, and less than 10 in the 3 year period, no waiver is required for less-than-felony level offenses occurring before the 3 years period.

We have tried to make these rules as easy to understand as possible, but making rules that apply to laws in 50 states and thousands of communities isn't easy. If you have any doubt at all about how to apply waiver processing rules, send it up through channels to your Brigade SJA. Particularly where law offenses are concerned, it is far, far better to be safe than sorry, Good recruiting.



## Diagnostic Test

## October 1985 Answers

1. b, Reference: USAREC Reg 601-56, appendix B, paragraph B-16
2. d, Reference: USAREC Reg 601-56, paragraph B-4
3. b, Reference: USAREC Reg 601-56, paragraph A-1u
4. c, Reference: USAREC Reg 601-56, appendix B, paragraph B-5
5. d, Reference: USAREC Reg 601-56, paragraph 7, 2a
6. a, Reference: USAREC Reg 601-56, paragraph 11b
7. b, Reference: USAREC Reg 601-56, paragraph 12a
6. e, Reference: USAREC Reg 601-56, paragraph 6b
9. b, Reference: USAREC Reg 601-56, paragraph 7, note 2
10. a, Reference: USAREC Reg 601-56, appendix B, paragraph B-16
11. b, Reference: USAREC Reg 601-56, paragraph 11a
12. d, Reference: AR 601-210, chapter 4, table 4-4, line a
13. c, Reference: AR 601-210, chapter 4, table 4-13(6)
14. c, Reference: USAREC Reg 601-56, paragraph 7, 2b
15. b, Reference: AR 601-201, chapter 4, table 4-6
16. e, Reference: AR 601-210, chapter 4, table 4-3
17. d, Reference: AR 601-210, chapter 4, table 4-6, line C
18. a, Reference: AR 601-210, chapter 4, table 4-7
19. d, Reference: USAREC Reg 601-56, appendix B, B-17
20. d, Reference: USAREC Reg 601-56, appendix B, B-2



# Teamwork

cont'd from pg. 16

She, however, attributes success to teamwork.

"We're the 'A' team," she says. "We help each other out—we work as one."

When asked what makes a good recruiter, Kenny says, "A good recruiter is someone who likes people. He or she must also believe in the product, and be willing to give 100 percent plus to the recruiting effort."

Having served as a recruiter and company training NCO before becoming station commander, she also recognizes the importance of training for success. "The recruiter is the denominator," she says. "Training, good, solid training, is needed to make mission box month in and month out."

As a result of the recruiters' efforts, the station has developed solid high school programs, penetrating all high schools successfully and working well with the one junior college in the area.

"We use TAIR a lot," Kenny says. "It works. We get enlistments through the TAIR program."

Citing one example, she continues, "We had a culinary arts clinic from Ft. Ord, and as a result we enlisted a



**Staff Sgt. Walter Burton, Antioch Army Recruiter, points out Antioch's wall display of Army enlisted rank insignia. Burton was dressed to participate in a Revolutionary War history clinic at a local high school.**

SMA cook. TAIR really sells itself in our area, and our schools are receptive to it."

Leadership, professionalism, attitude teamwork. All this spells success for the Antioch recruiting station.

# Model Soldier

cont'd from pg. 16

and I'm a model part time. What more could I ask for?"

Robinson started modeling in 1974 with the encouragement of friends.

"I modeled pretty steadily from 1974 to 1980," she said. "I've worked in places like Reno and Carson City, Nev., and Europe. Most of it was in San Francisco, where I got to work with a couple of big agencies."

"Of course, I mostly do modeling in my off-duty time. But in Korea, I put it to work when I produced and choreographed shows for the troops, including a Maid of Cotton Show. We also did that show for the Korean public."

As a recruiter, she's developed some selling points aimed at countering the aversion to Army service she encounters among many of her female prospects.

"Of course, I tell them they should take advantage of the ratio of men to women," she explained, smiling. "On the more serious side, the Army won't take away a woman's femininity—although some women feel that it will, especially when they have to go through the obstacle course. But I just give them straight-forward information about their training and jobs, and it seems to work."

Robinson volunteered for recruiting

duty in 1983 when she sensed the need for a challenge outside her MOS, administration.

Her career plans remain hazy. But for now, she's having no problem recommending a tour in the Army to her prospects.

"When I'm counseling them, the main thing I stress, if they feel they'll be giving up their freedom, is that they will still have freedom," Robinson said. "Sure, some is taken away during basic and AIT, but very little after they get to their first permanent assignment. The Army doesn't inhibit you from doing other things—exploring your talents."

# A Premium on Performance

*Are advertising premiums worth their cost? Yes, says evidence from the REACT system. Giveaways produce more leads – and higher quality ones, too.*

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**Tom Evans**  
**HQ USAREC**

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It is sometimes the lot of an A&SP person to be asked short questions that cannot always be handled well with short answers. Consider these samples:

**Q:** Why do you waste my time with someone who only wants a pair of socks and doesn't want to join the Army? (Harrassed Recruiter)

**A:** If you only talked to people who wanted to join the Army, you would not have much of a shot at making mission box.

**Q:** Can you prove you are not wasting my recruiters' time? (Concerned Commander)

**A:** Yes.

**Q:** Do you think I want my tax dollars to go for trinkets and giveaways? (Outraged Taxpayer)

**A:** Probably not.

**Q:** Is this a responsible use of funds appropriated by the U.S. Congress? (Suspicious Congressman)

**A:** Absolutely.

**Q:** How can you attract the kind of young people who will make good soldiers with cheap promotional gimmicks? (Old Soldier)

**A:** I don't know—but we do.

If you have not already guessed, the questions are all about direct mail premiums. They are not unreasonable questions, and they always come at

you with some emotional steam behind them.

And those particular answers, while accurate, are clearly unlikely to provide satisfaction.

Good answers exist, but more explanation is required than people always have time for—or can easily grasp without some knowledge of our system for creating, processing and evaluating advertising leads.

You may have a need to respond to some of those tough questions, so let's take a look at that system and see if more satisfying answers can be found.

Our diagram (Figure 1) shows the system being activated by receipt of a completed business reply card (BRC). Over 90 percent of all advertising leads provided to recruiters through the REACT system originate with people filling out and mailing the postage-paid BRC they receive in direct mail packages.

Another 2 percent comes from BRCs distributed in magazines, and the rest originate with calls to the "800" number cited in most Army ads.

For simplicity we will discuss the main body of leads, those we get from more than 20 million direct mail packages sent annually to commercially procured lists of high school and college students and prospective enlistees in the workforce. (Where we get the names and how we schedule the mailings will be a subject for a separate article).

## THE PROCESS

After a screening that eliminates identifiably ineligible respondents to those mailings from further consideration, information from each BRC is key punched and stored in a computerized form which makes it operationally useable. That is a key to all that follows:

From the computer record we generate a REACT system lead, a two part form which is sent to the recruiting station owning the area from which the BRC was mailed. One part is the familiar prospect card (USAREC Form 200 series) which can be incorporated into the station record if the person involved becomes an active prospect. The other is a multi-purpose card (USAREC Form 200-2A) which a recruiter fills out and returns after attempting to contact and enlist the person who mailed the BRC. Receipt of this card (Figure 2) enables the REACT Center to add pertinent information to the individual computer record established when information from the BRC was initially read into the file.

This completed record, together with information about the size and cost of the mailing that distributed the BRCs, gives us an initial basis for evaluation. We can find out what percentage of BRCs distributed have been filled in and mailed and the average cost of a response. Through another simple calculation we can tell what percentage of leads forwarded were



# LEAD PROCESSING AND EVALUATION

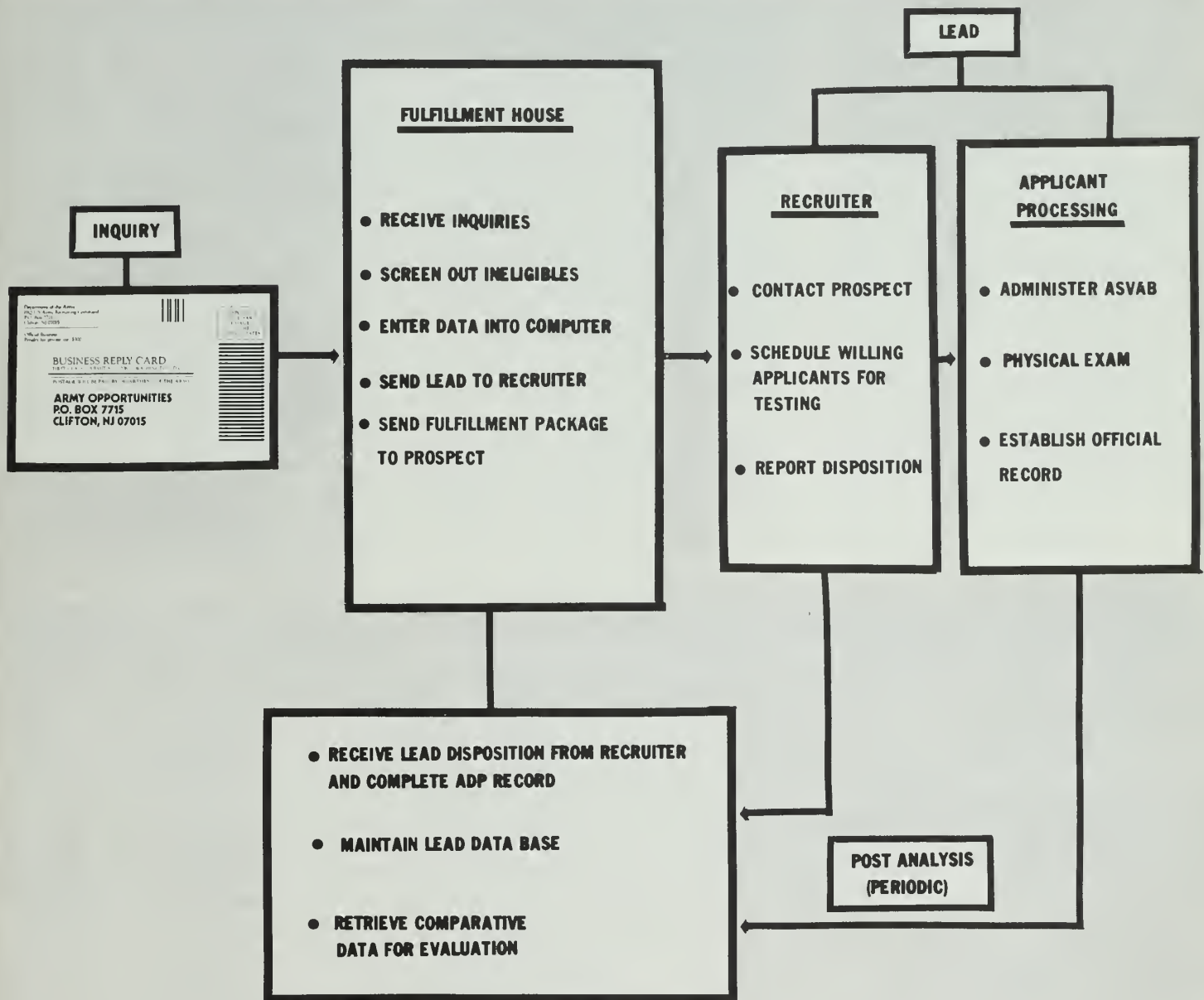


Figure 1

# Premiums...

reported by a recruiter to have enlisted.

To gain more complete information, we periodically take the evaluation another step by matching the REACT system records compiled first from BRC data and then from recruiter feedback against enlistment records. This allows us to consider people who the recruiter missed or who enlisted after his or her lead evaluation card had been sent in. It also enables us to find out more about those people who responded to advertising and later enlisted, in particular their completed years of school and their ASVAB test scores.

Much of the information we derive is expressed in the form of the simple arithmetical ratios described in Figure 3.

You should be able to see that such

numbers are helpful in evaluating how well a particular direct response advertising activity, such as a mailing to the high school senior list, has worked.

We can, in fact, learn even more through the use of carefully structured experiments which tell us how well a particular aspect of a mailing, such as the premium offer, has worked. The design and conduct of such experiments is an important part of direct response advertising, so let's take a little detour and cover that subject.

## TESTS AND TESTING

Consider first that a direct mail package is not a letter of the sort you would write to a friend or business associate. There is indeed a letter involved, but it is only one of five or

six elements that work together to cause the desired action: the mailing of a completed BRC. There are "involvement devices," such as stamps you transfer from a card to the BRC. And with most mailing there is a premium offer. All of these elements have been found by professional direct mailers to affect response. And all of them can be tested in specific applications using a simple comparative procedure.

If, for instance, we want to find out what effect a premium offer has on the mailing, we select a random sample of packages and omit the premium. It is then a simple matter of comparing results—response rates, recruiter reported enlistments, all of the factors summarized in Figure 3—of the premium vs. non-premium mailings.

ISSUE DATE: 5 APR 85

<b>REACT GENERAL PURPOSE MANAGEMENT CARD</b> <input type="checkbox"/> Check here if pen & ink changes indicated hereon		E. 509700419-7 ACTIVE <span style="float: right;">: React ID #</span>																													
A. Prospect: RETURN CARD BEFORE 21 MAY 85  JIM SCOTT 10 OCEAN DRIVE PACIFIC, CA 92260 PHONE - 714-926-2211 BIRTH - 28 JUN 62 EDUCATION - 12 YEARS		F. PRIORITY A LEAD <span style="float: right;">: Purpose</span> CONTACT AND REPORT <span style="float: right;">: Note</span> WITHIN 45 DAYS																													
B. Lead Source: SPACE TECHNOLOGY POSTER		G. Disposition. Recruiter: Indicate Prospect Disposition by placing an X in only <i>one</i> box below.																													
C. Assigned To: US ARMY RECRUITING 6K6M SAN DIEGO NORTH 55 BALBOA DRIVE LA JOLLA, CA 92100		<table border="0"> <tr> <td>Bogus (False Lead)</td> <td><input type="checkbox"/> D40</td> <td>Enlisted Other Service</td> <td><input type="checkbox"/> D47</td> </tr> <tr> <td>Ineligible / Age</td> <td><input type="checkbox"/> D41</td> <td>Refer to ROTC</td> <td><input type="checkbox"/> D48</td> </tr> <tr> <td>Disqualified Other</td> <td><input type="checkbox"/> D42</td> <td>Refer to Nat'l Guard</td> <td><input type="checkbox"/> D49</td> </tr> <tr> <td>Not Interested</td> <td><input type="checkbox"/> D43</td> <td>App ANC/AD</td> <td><input type="checkbox"/> D50</td> </tr> <tr> <td>Unable to Contact</td> <td><input type="checkbox"/> D44</td> <td>App ANC/USAR</td> <td><input type="checkbox"/> D51</td> </tr> <tr> <td>Enlisted Army / Dep</td> <td><input type="checkbox"/> D45</td> <td>App SGO/AD</td> <td><input type="checkbox"/> D52</td> </tr> <tr> <td>Enlisted Army / Res</td> <td><input type="checkbox"/> D46</td> <td>App SGO/USAR</td> <td><input type="checkbox"/> D53</td> </tr> </table>		Bogus (False Lead)	<input type="checkbox"/> D40	Enlisted Other Service	<input type="checkbox"/> D47	Ineligible / Age	<input type="checkbox"/> D41	Refer to ROTC	<input type="checkbox"/> D48	Disqualified Other	<input type="checkbox"/> D42	Refer to Nat'l Guard	<input type="checkbox"/> D49	Not Interested	<input type="checkbox"/> D43	App ANC/AD	<input type="checkbox"/> D50	Unable to Contact	<input type="checkbox"/> D44	App ANC/USAR	<input type="checkbox"/> D51	Enlisted Army / Dep	<input type="checkbox"/> D45	App SGO/AD	<input type="checkbox"/> D52	Enlisted Army / Res	<input type="checkbox"/> D46	App SGO/USAR	<input type="checkbox"/> D53
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		H. Transfer to Station # _____ Duplicate of REACT I.D. # _____																													

USAREC FM 200-2A, REV. 1 APR 83



## YES, BUT ....

If you know the REACT system, and most of you do, you are probably itching by now to tell me that the information we use for this kind of analysis is flawed. The lead evaluation cards are not always filled in accurately by busy recruiters. Names may be missed when you match with enlistment records because people don't always use their full names when filling out BRCs.

And it is wrong to give a REACT lead credit for the enlistment.

There are indeed deficiencies in the data, but errors and omissions occur randomly. This means that comparisons reached are valid as long as sample sizes are big enough. As for who or what should get the credit, we do not claim that people enlist as a direct result of anything more than their own inclinations and effective work by recruiters. However, it is reasonable that the number and average quality of contact opportunities provided to recruiters are directly related to success in enlisting those people. A contact—often more than one contact with the same person—is a necessary precondition for recruiting success.

Even when data shortcomings are considered, the statistics generated from our evaluation of direct response program operation make some things clear. One is that premium offers, appearances perhaps to the contrary, do help us enlist high quality young people in the numbers required.

## EVIDENCE

We have lots of evidence for that conclusion and are gathering more all the time. It was easy to prove, through tests of the sort described above, that a premium offer increases response to a mailing five to ten fold. However, we were told by recruiters and others that those extra responses were mostly from people who were unqualified or who did not want to join the Army and could not be persuaded otherwise.

When we did our first matching with enlistment records several years ago, however, we found out that many of those "unqualified" people had become soldiers. Those results also suggested that recruiters who said "premium hunters" couldn't be induced to enlist were selling their own persuasive powers short.

Such evidence is presented in its simplest form by the display in Figure 4. It shows the results of three types of mailings: one offering no premium, one offering an Uncle Sam Patch, and one offering a head band. The numbers represented by each of the bars is derived by dividing the total cost of the mailing, including the cost of the premium items given out, by the number of applicants associated with it. The headband premium mailing cost slightly more to accomplish than the

others, but it generated many more leads. And enough of those additional leads turned into applicants to make the average solicitation cost considerably less than half of the cost for an applicant associated with a non-premium mailing.

Are these findings unexpected or unexplainable? Consider this scenario:

High school senior Joe Doe gets a letter from the Army. Decides he's not interested in the information offered because he's going to college. Thinks it might be neat, however, to have the Army headband to wear when he is jogging. Besides, it's free.

Looks over the information the Army has sent along with the premium. Learns some things he didn't know about the Army, but not enough to make him change his college plans, or even to agree to an appointment when his friendly neighborhood recruiter calls.

Time passes. Circumstances change. It looks like his family may not be able to afford the school he really wants to go to. What did that Army booklet say about getting money for college through a tour of service? What was that recruiter's name and number?

# Operational Performance Measures

## Number of BRC's Returned

Number of BRC's Distributed

■ Response Rate

## Recruiter Reported Enlistments

Number of Returned Leads

■ Conversion Rate

## Cost of BRC Distribution

Number of Forwarded Leads

■ Cost Per Forwardable Lead

## Cost of BRC Distribution

Number of Respondents Tested

■ Cost Per Applicant

Figure 3

# Premiums...

Not at all far-fetched. A reasonable scenario to explain a simple fact of recruiting life: the more well-qualified young people you contact, the more you will enlist.

What about the question of qualification? It is certainly true that recruiters do not need leads from people who are not physically or mentally qualified for military service. And isn't it also true that smart people are less apt than others to send for premiums?

The answer to the second question is, quite simply, no. Our post analysis has shown no difference in the average test scores of people who enlisted after having responded to a premium or a non-premium offer. The fact is that premiums seem to draw increased response from people at all points of the quality spectrum.

This may mean a recruiter talking to some who are not well qualified. But that is the case with all types of prospecting.

## THE BOTTOM LINE

Let's close by revisiting those original questions, but making them more

specific and more relevant to the kinds of answers that make sense in terms of the recruiting mission.

Are there people who only wanted the premium and cannot be persuaded to enlist? Some, but there are many whose initial reluctance can be overcome by persuasive exposure to the many benefits of Army service.

Are some of the people who have responded liable to waste the recruiter's time because they are unqualified for military service? Yes, but many more will be good prospects.

Are members of the general public right in expressing concern and wanting to know what is going on? Hey, it's their tax dollars.

Should members of Congress raise questions about such practices? I don't know about you, but I certainly hope that my Congressional representatives take a keen interest in the uses my taxes are put to, by the Army or any other part of the government.

Will the answers we provide to these kinds of questions be totally satisfying to all of the questioners? Possibly not,

but we think they are very good answers, and we are making them even better through further analysis and testing.

We think our answers are good because they show that the Army has put a premium on performance after all. And we think it has been done intelligently. In using premium offers, we have adopted a commonly used technique from the business world. But we have not done so on a large scale without first examining the evidence from our own system to make sure that it really does make the Army's direct mail programs work harder in helping Army recruiters do the job they were selected and trained for.

That is another way of saying we have assured ourselves that this practice contributes to the U.S. Army Recruiting Command's continuing success in Providing the Strength.

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**EDITOR'S NOTE: Mr. Tom Evans is the Deputy Director of Advertising and Sales Promotion for Headquarters, USAREC.**

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## Army HS Senior Mailing To Males—Cost Per Exam

**COST PER EXAM**

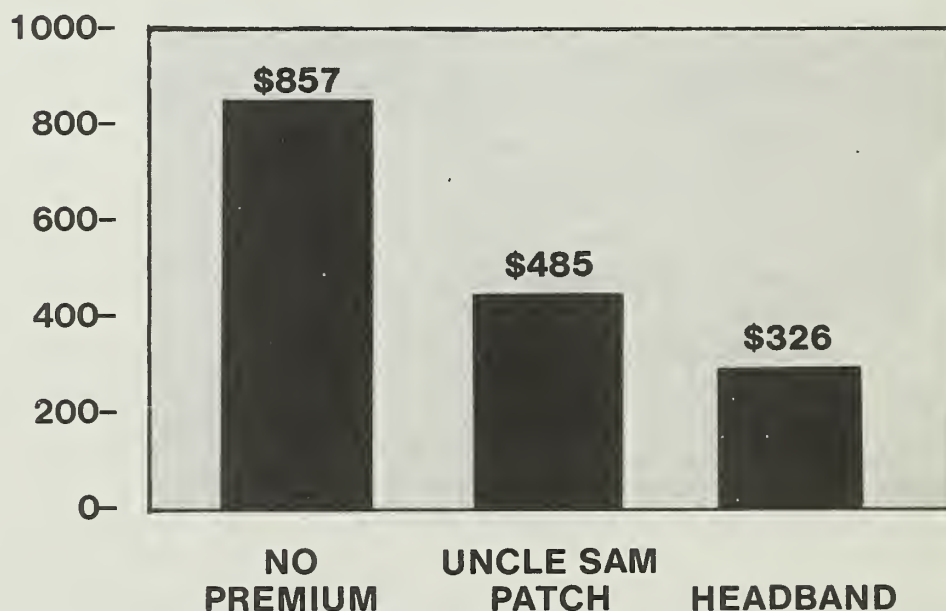


Figure 4



# 10th Mountain Division (Light Infantry) for the soldier who wants fast action

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**Jim Hansen**  
**Assistant Editor**

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This new light infantry division is building—and building fast! It is seeking qualified people to bring it to its full strength of 10,600.

Members of the 10th will train for a unique mission. The need for a light infantry division trained and able to respond to situations in environments as diverse as jungle and desert, may be the only means to prevent a crisis from escalating into general warfare.

For the 10th, speed, mobility, and flexibility will be in each soldier's arsenal. There will be no heavy artillery to carry into battle. Whatever is in each soldier's backpack is what that soldier will use to fight. What the 10th lacks in firepower will be made up in explosive speed.

The 10th will be able to respond to any situation in any corner of the world within 24 hours. In contrast, a fully mechanized division needs a week to mobilize, and can only move as fast as its fuel and spare part caravan can carry it.

This is the third time around for the 10th. The division was first organized in 1918 in Camp Funston, Kan., where it prepared for World War I action. It never left American shores because the Armistice halted the fighting "over there." The 10th was demobilized in 1919.

World War II, however, was quite another story for the 10th Mountain Division. The unit was reactivated at Camp Hale, Colo. Many of its members were expert skiers or outdoorsmen in civilian life, and were now being trained to fight on difficult mountain terrain.

The division was quickly put to the test a year and a half later in the Italian Alps. Division patrols wiped out enemy positions in quick attacks during January, 1945.

The highlight of this activity was the capture of Mount Belvedere near Bologna, Italy. Mount Belvedere was the fortified southern blockade in the German front. In three days of constant fighting the mountain was captured and more than 1,000 German prisoners were taken. The 10th took several more peaks in the area in what was termed "the most difficult and bitter fighting of the war."

There was little rest for the fighting 10th during late World War II. In mid-April, 1945, the division spearheaded the Fifth Army Appenines offensive, powering back German resistance and effectively snapping enemy control of Northern Italy. The 10th helped lead the Allied charge down the mountains and east, pushing the retreating enemy across the Po River. They took the key cities of Verona and Bussolongo, whereupon resistance in northern Italy ended in early May, 1945.

The 10th eventually returned home in August of 1945 and the unit was deactivated December 1.

Now, after 40 years, the 10th has risen again. The names have changed, the world is not at war, and the mission is new. The 10th Mountain Division is ready to live up to the symbol that appears on every shoulder patch—a powder keg and two crossed bayonets.

The new 10th Mountain Division is obviously not for everyone. Headquartered at Fort Drum, just east of Watertown, N.Y., division members will undergo extensive and intensive training—spending nearly half the year out-

doors making the most of the difficult terrain. A candidate for the 10th must love the outdoors. Snowshoes and skis will be essential equipment for a large part of the year.

The 10th is a COHORT division. COHORT, or Cohesive Operational Readiness Training, means that the unit will stay together from basic and advanced individual training through their assignment at Ft. Drum. A special bond of friendship and cohesion is formed when soldiers train together and soldier together. They share the good times and the bad times, and they know what makes each other go. Slowly, a glue is formed which links 10,600 men into one—a single division—a well-oiled machine of experts carrying out an important mission.

The 10th carry on a tradition of pride and hard work; a tradition of meeting challenges. It will take someone special to become a member of the 10th Mountain Division.

Recruiters—check through your list of candidates and possible candidates. See if you don't have a special prospect—someone so special you should talk to him about the 10th Mountain Division (Light Infantry).

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10th Mountain Division (Light Infantry)